



West Lothian
Council

Performance Committee

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

25 May 2016

A meeting of the **Performance Committee** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Monday 30 May 2016** at **2:00pm**.

For Chief Executive

BUSINESS

1. Apologies for Absence
2. Order of Business, including notice of urgent business
3. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest.

Public Session

4. Confirm Draft Minutes of Meeting of Performance Committee held on Thursday 25 February 2016 (herewith).
5. Corporate Communications Team - Report by Head of Corporate Services (herewith).
6. Recycling & Waste Services Performance - Report by Head of Operational Services (herewith).
7. Complaint Performance Report Quarter 3 2015/16 - Report by Depute Chief Executive (herewith).

DATA LABEL: Public

NOTE **For further information please contact Eileen Rollo on 01506 281621
or email eileen.rollo@westlothian.gov.uk**

MINUTE of MEETING of the PERFORMANCE COMMITTEE of WEST LoTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LoTHIAN CIVIC CENTRE, on 25 FEBRUARY 2016.

Present – Councillors Stuart Borrowman (Chair), Tony Boyle, Carl John, Greg McCarra, John McGinty

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTES

The committee confirmed the Minute of its meeting held on 11 January 2016 as a correct record. The Minute was thereafter signed by the Chair.

3. COMMUNITY CARE SERVICES

The committee considered a report (copies of which had been circulated) by the Head of Social Policy providing an overview of the performance of Community Care Services in West Lothian.

The report advised that Community Care comprised of a wide range of services provided to adults with care needs. Services included Care at Home, Care Homes, Occupational Therapy, Sheltered Housing and Housing with Care, Support for People with Learning and Physical Disabilities and Support for People with Mental Health Problems.

The main aim of the services was to promote, enable and sustain independence and social inclusion for service users and carers and was segmented by the following key user groups:-

- Older People
- Physical Disability
- Learning Disability
- Mental Health

The Head of Social Policy explained that it was anticipated that an increasing number of people would seek control of their own care and support provision by accessing Direct Payments or other Self Directed Support options.

The nature of the demographic and economic challenges highlighted the need for effective outcome focused partnership working, particularly, but not exclusively between health and social care.

The report went on to advise that Community Care had a proud history of being recognised as a leader in Scotland in terms of achieving better outcomes for service users. Of particular note, the service was recognised for developing innovative new models of care for performance in key national initiatives, such as technology enhanced care.

The service approach to performance management had matured and was able to present a better spread of high level indicators across the major domains at the Review Panel in August 2015. As part of the review of performance indicators, a number of poorly constructed customer results were discontinued and new results for employee satisfaction and key activities were added.

Overall feedback from the Review Panel was much more positive and recognised the progress made to date. The service would continue to refine its performance management approach. Key areas recommended for improvement were as follows:-

- Building capacity across management tiers to ensure that the performance approach was sustainable
- Continue to develop the scope of the service performance indicators
- Continue to develop the approach to benchmarking and use of comparative data

In conclusion it was advised that the report and appendix summarised the work and the performance of Community Care Services.

The report recommended that the Committee:

1. Note the performance report for Community Care Services
2. Provide feedback and recommendations on the performance of Community Care Services
3. Identify any issues and recommendations for performance improvement.

There then followed a number of questions surrounding the reasons for delayed discharges, delays in referrals, completion of assessments and the number of telecare users. There were also discussions and questions around the challenges of integration and the best approach for the provision and delivery of services, including a quality approach system built across partnerships, strategic plans, joint commissioning and outsourcing.

Decision

To note the terms of the report.



PERFORMANCE COMMITTEE

CORPORATE COMMUNICATIONS TEAM

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to provide Performance Committee with an overview of the performance of Corporate Communications.

B. RECOMMENDATION

1. Notes the performance report for Corporate Communications
2. Provides feedback on service performance; and
3. Identifies any recommendations for performance improvement

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; developing employees; making best use of our resources; working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	NONE
III Implications for Scheme of Delegations to Officers	NONE
IV Impact on performance and performance Indicators	Appendix 1 details performance indicators and results currently reported for the service.
V Relevance to Single Outcome Agreement	NONE
VI Resources - (Financial, Staffing and Property)	NONE
VII Consideration at PDSP	NOT APPLICABLE
VIII Other consultations	<u>NONE</u>

D. TERMS OF REPORT

D.1 Service Overview

Corporate Communications aims to enhance and protect the council's reputation. The team is responsible for developing and delivering a wide range of communications, designed to promote the council and its services to communities and the wider public. The team works closely with the council's community planning partners to provide communications advice and support.

The main activities of the services are:

- Produce content to promote council services, achievements and inform local community
- Provide a 24/7 media service
- Update and manage council social media channels
- Provide a design service for all council services, including digital design
- Management of council web sites and intranet site
- Produce guidance for the council via the West Lothian Way communications guidelines and Branding guidelines
- Produce design work and content for West Lothian Leisure and West Lothian College as part of Service Level Agreements
- Provide a photography and video service
- Research, draft and design Bulletin, the council's newspaper and Inside News, the council's online staff magazine

The team operates with a total complement of 11.8 FTE staff and an annual net revenue budget of £649,820. The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners include West Lothian Leisure, West Lothian College, Inprint, West Lothian Integrated Joint Board, Police Scotland and GOSS (web provider).

In 2014/15 the team delivered a number of key achievements including increasing the number of customers that follow the council on social media channels, launched the council's Inside News magazine online, increased the number of publications produced via online platforms, continued to lead on the development of the council's website and sub sites, and increased the number of online transactions completed via the council's website.

In 2016/17 the key activities for Corporate Communication can be summarised as follows:

- Provide a 24/7 media support service for the council
- Produce content to populate a variety of communications channels
- Enhance the council's social media channels including launching a new Instagram page and increased use of video for the council's YouTube channel
- Develop the transactional capability of the website
- Provide a corporate design function for both online and print publications and ensure a consistent approach to the council's branding
- Provide internal communications support to services including a monthly edition of Inside News
- Communicate council and community news via Bulletin
- Monitor and enhance the council's website and intranet site
- Provide photography, video and event management support
- Introduce new websites for all West Lothian schools
- The team will continue to seek to improve existing social media channels and launch a new council Instagram page to increase further the council's following via social media

D.2 Performance Management

The performance of Corporate Communications is regularly measured through a suite of performance indicators in line with the council's performance management framework. These indicators are representative of a range of activities delivered by the service and include public performance reporting and management indicators, including measures of customer and staff perception.

The team has refreshed its suite of indicators and a number of indicators were either changed significantly to better reflect the work of the team or discounted as they were not in-keeping with standard practise and poorly constructed.

The team are now able to present a better representation of the work of the team via performance indicators.

Appendix 1 provides a sample of the team's performance indicators, including trend chart and associated commentary.

Three performance indicators are at red. One relates to survey results. The two others relate to the performance of the website. The Percentage of customers achieving end-to-end transactions on the website and the number of customers accessing the website as a percentage of West Lothian population. Given the recent council restructure the Web Team has now been incorporated into the Corporate Communications team. Both indicators are being reviewed to assess their effectiveness at measuring web performance and are likely to be significantly altered to provide a better indicator of web performance.

D.3 WLAM Performance

Corporate Communications had its WLAM Assessment in April 2016. The outcome of the assessment gave the service a score of 440, which showed an improvement on the score of 414 at the 2011 WLAM Assessment.

The results of the assessment were presented to the Chief Executive's performance review panel in May 2016. During the panel discussion the service manager provided an overview of the team's general approach to performance management and performance indicators. The service manager also identified key areas where the team was aiming at improving performance.

Some key areas to take forward include:

- Benchmark, where possible, with other councils for media and corporate publications
- Enhance suite of indicators, particularly around the website following a service re-design
- Increase number of customer survey responses

Following feedback from the panel, the team were placed on WLAM cycle 2 and asked to report back to the panel in a year to provide an update on progress against the improvement actions identified at the review panel meeting.

E. CONCLUSION

The report and attached appendix summarise the work and the performance of Corporate Communications.

The Performance Committee is asked to consider the report, consider any performance measures they would like to explore further and provide any recommendations on performance improvement.

F. BACKGROUND REFERENCES

Appendices/Attachments: Appendix one: Covalent Performance indicators report

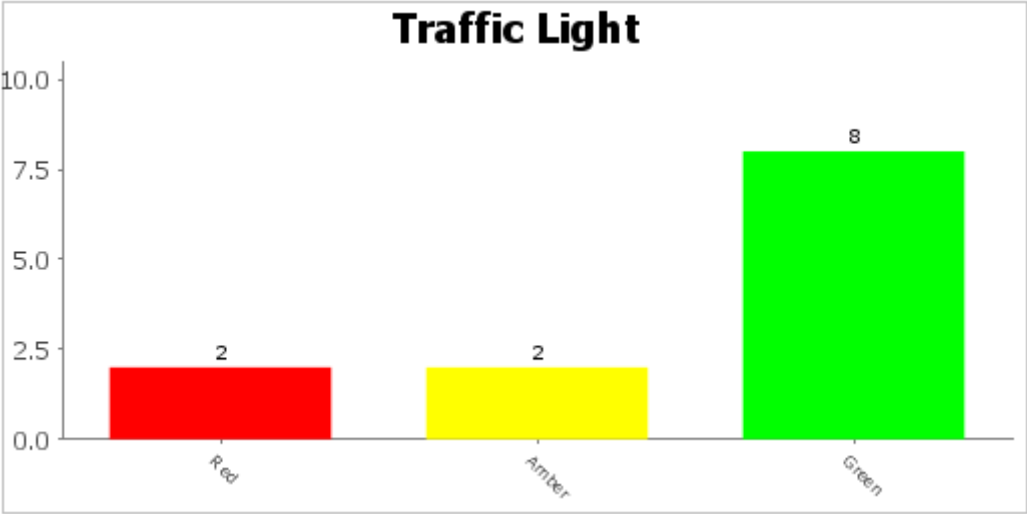
Contact Person: Garry Heron, Corporate Communications Manager, 01506 282006, garry.heron@westlothian.gov.uk


Julie Whitelaw, Head of Corporate Services

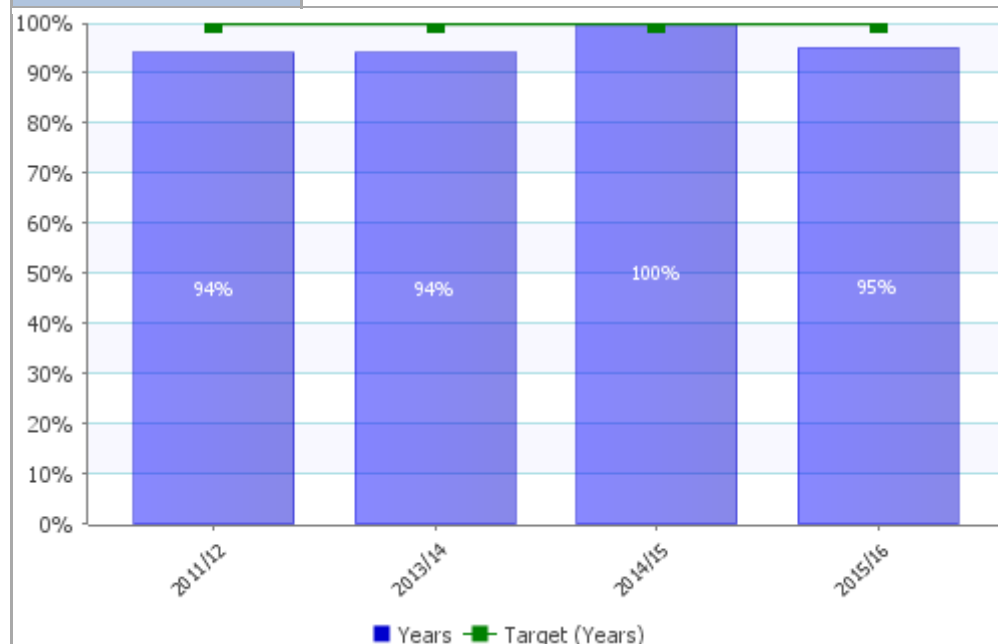
30 May 2016

Performance Committee - Corporate Communications

Report Type: PIs Report
Report Author: Leahan Thomson
Generated on: 18 May 2016



Code & Short Name	CC001_6a.1 Percentage of Corporate Communications customers who rated the timeliness of our service as good or excellent.	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	Customer satisfaction surveys are issued to customers by Corporate Communications annually. This performance indicator measures the percentage of customers who rated the service's timeliness as good or excellent from a five-point scale (excellent, good, adequate, poor, and very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.	Traffic Light Icon	
		Current Value	95%
		Current Target	100%



Trend Chart Commentary:

Corporate Communications has sought to increase the sample size of respondents and aim to increase the number of responses to gain a greater measure of the team's performance.

The target for 2016/17 has been adjusted to 97% to reflect 2015/16 results.

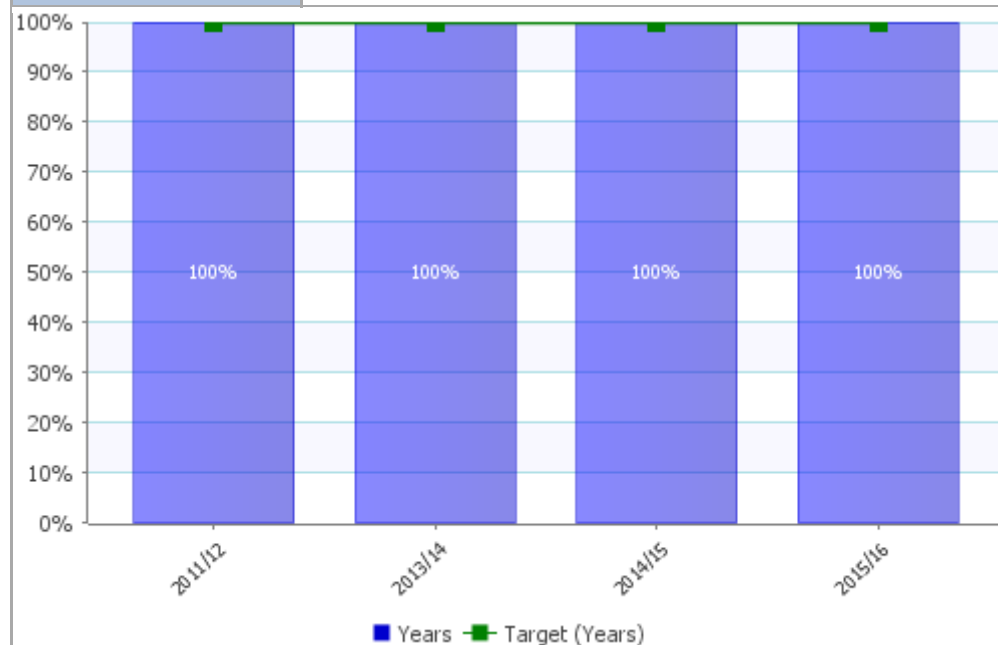
In 2015/16 the survey was sent to 80 customers and 25 responses were received. The value highlights that 92% of respondents rated the timeliness of service as being good or excellent. Two respondents rated the service as adequate. The team understand that the adequate responses are in relation to the requirement for graphic design time which customers can wait up to four months for.

In 2014/15 100% of customers rated the team's performance as good or excellent. The survey was sent to 70 regular customers from across each service area. 24 members of customer responded.

In 2013/14 one out of 17 customers rated our service as adequate with 31 surveys issued. 94% of customers rated the team's performance as good or excellent. In 2012/13 no surveys were carried out.

In 2011/12 only one of 16 respondents rated our service as adequate with 30 surveys issued. 94% of customers rated the team's performance as good or excellent.

Code & Short Name	CC007_6a.7 Percentage of Corporate Communications customers who rated their overall satisfaction/quality with our service as good or excellent.	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	Customer satisfaction surveys are issued to customers by Corporate Communications annually. This performance indicator measures the percentage of customers who rated the overall quality of the service as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The survey is issued annually to key internal customers such as Depute Chief Executives, Heads of Service, senior managers and other key staff who we work with on a regular basis.	Traffic Light Icon	🟢
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:

Corporate Communications has sought to increase the sample size of respondents and aim to increase the number of responses to gain a greater measure of the team's performance.

The target for 2015/16 was 100% and will remain at 100% in 2016/17.

Performance has remained consistent with all customers who responded to the survey indicating that the overall quality of the service is good or excellent.

In 2015/16 100% of respondents rated their overall satisfaction/quality with our service as good or excellent.

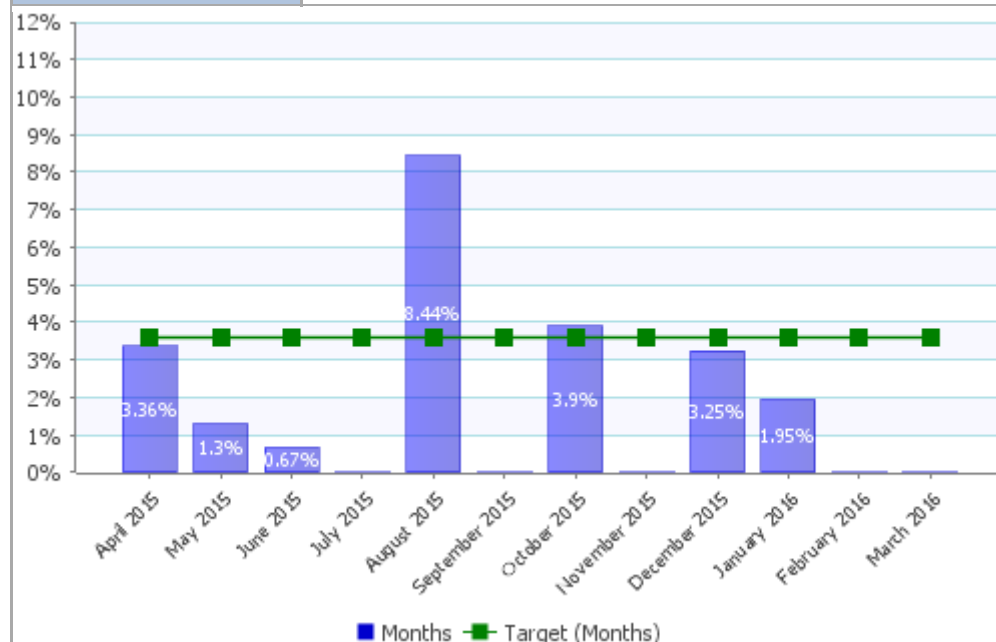
In 2014/15 100% of respondents rated their overall satisfaction/quality with our service as good or excellent. 100% of respondents rated their overall satisfaction/quality with our service as good or excellent.

In 2013/14 31 surveys were issued and 17 responses received. 100% of respondents rated their overall satisfaction/quality with our service as good or excellent.

In 2012/13 no surveys were carried out.

In 2011/12 30 surveys were issued and 16 responses received. 100% of respondents rated their overall satisfaction/quality with our service as good or excellent.

Code & Short Name	CC031_7b.1 Percentage of Sickness/Absence Levels - Corporate Communications	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	This performance indicator measures, as a percentage, the total level of sickness absence in the Corporate Communications team in Corporate Services. The data is provided by the council's Human Resource Services on a monthly basis and is tracked and monitored to ensure absence is managed appropriately in the service and any corresponding impact on performance is understood and managed.	Traffic Light Icon	🟢
		Current Value	0%
		Current Target	3.6%



Due to the small size of the team, even short period of absence can have an adverse effect on absence rates.

Absence is monitored and addressed in line with the council's Sickness Absence Management Policy and Procedures.

In March 2016 and February 2016 there were no days lost due to sickness. The trend highlights that in January (1.95%) and December (3.25%) there were increases in the number of staff members off sick.

In November 2015 there were no sick days taken.

The trend highlights that sickness absence in October rose above the council's target of 3.6% due to a two members of staff off sick for three days.

There were no sick days taken in September.


There were no absences due to sickness in July and the chart highlights that in August the number of sickness days rose to 8.44% due to one member of staff being off for 13 days. This is

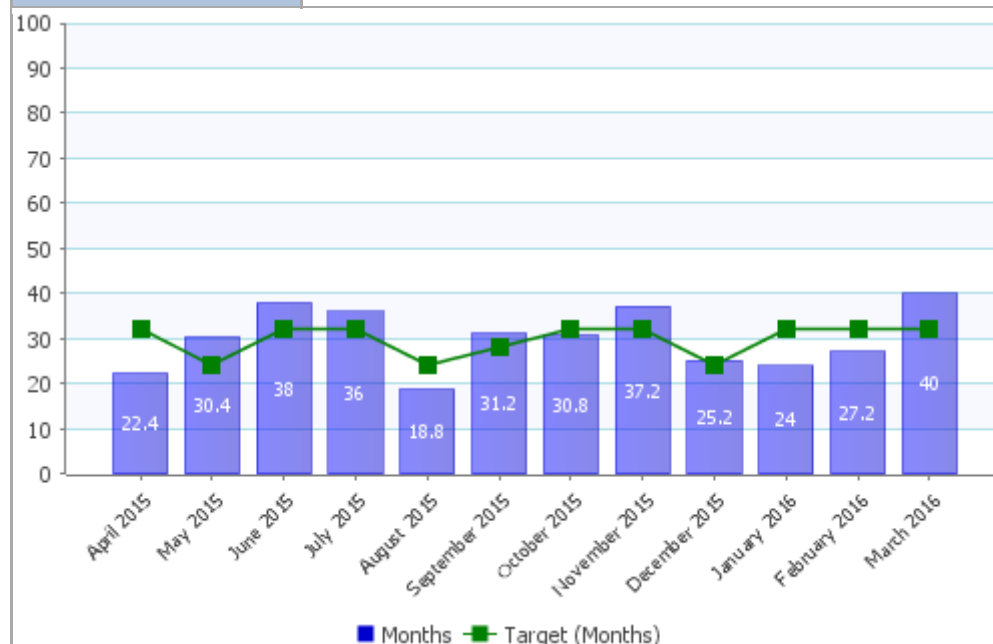
above the target of 3.6% and the highest percentage in 2015/16.

The trend chart highlights that the rate reduced further in May with the rate falling to 1.3%, then falling further to 0.67% in June.

The absence rate increased in April to 3.36% with 2 members of staff being off for 2 days combined.

The absence rate was 7.79% in March 2015, with 2 staff members absent with a combined total of 12 days. This was above the target of 3.6%.

Code & Short Name	CC042_9a.2b Press releases issued per FTE	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	<p>Press releases issued per FTE. This indicator reports the number of press releases issued per month from CC041_9a.2b, divided by 2.5 FTE</p> <p>This performance indicator should be read in context with indicators - 'CC043_9b.1a - Percentage of graded news stories about the council that are positive' and 'CC044_9b.1a - Percentage of graded news stories about the council in the national newspapers that positive or balanced'.</p>	Traffic Light Icon	
		Current Value	40
		Current Target	32



Trend Chart Commentary:

Enquiries from the media also vary depending on the media agenda at any given time, as a large issue involving the council can generate a number of enquiries from a variety of media.

The results fluctuate significantly depending upon other types of work that are ongoing within the team. i.e a large project/issue or publication being worked on may result in less proactive press releases being issued.

In March 2016 the number of press releases issued per FTE increased to 40, above the target of 32. This was due to the completion of a large publication earlier in March, allowing the team to focus more on press work.

The target for April 2016 will remain at 32.

The trend shows that the number of press releases issued in February, January and December remained similar and below target.

The target increased in January 2016 and the number of press releases issued remained consistent with the previous month at 24 per head of FTE, which is unusual for this time and below target. The unusually low amount was due to one member of staff being on paternity leave for two out of the four months. Another member of staff spent a significant amount of her time working on a corporate publication.

The trend highlights that the number of press releases issued in November increased to 37.2 and was well above target. The target was reduced in December due to the demand for proactive press releases reducing in this month. This trend was reflected in the number of press releases issued per FTE which was 25.2.

The number of press releases increased again in September and October to above the set target of 28 FTE.


The trend shows that in August there was a significant decrease in media releases issued to 18.8 per head of FTE. This was due to one key member of staff being absent through sickness for three weeks.

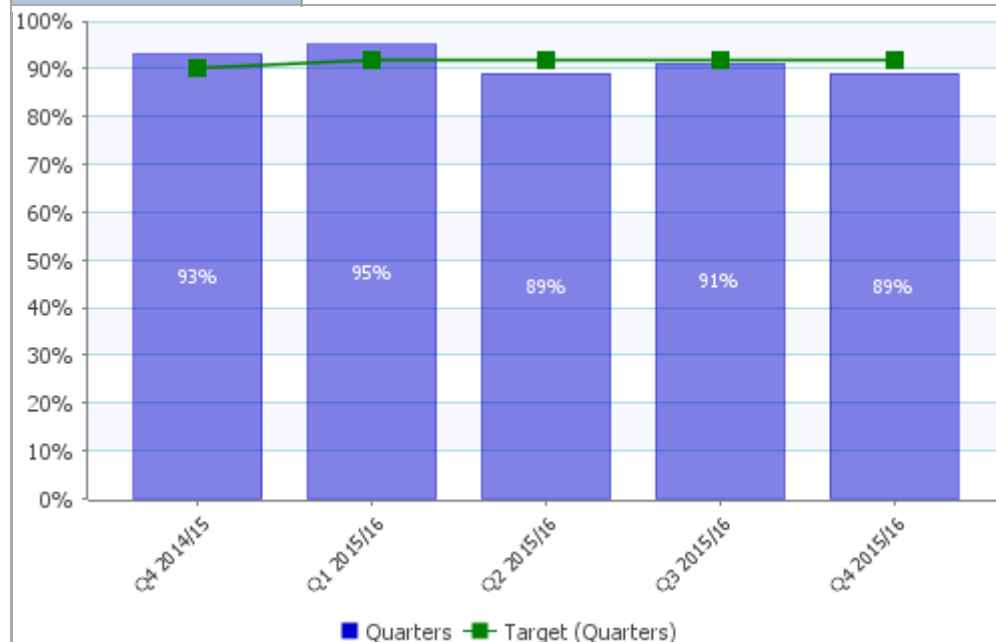
The target was increased back to 32 for June and July 2015, which was exceeded by 6 in June. The trend chart highlights that the number of news releases issued per FTE remained high in July with 36 issued.

The combination of a team member on a month's leave and two corporate publications ongoing saw the target for May 2015 reduced to 24, with the target exceeded by 6.4.

In April the number dropped further as a result of a large number of sickness absences occurring in March which had an impact the number of news releases issued in April which was 22.4 FTE. The drop can also be attributed to the fact that staff holidays occurred in April and also that a member of the team started work on a corporate publication.

In March the trend highlights that the number of news releases issued was 29.6.

Code & Short Name	CC043_9b.1a Percentage of news stories in local media that are positive	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	This performance indicator reports the percentage of news stories in the local papers that are positive. Every article in a West Lothian specific newspaper is logged by the team and assessed. Any articles directly involving the council are graded as either positive, negative or balanced.	Traffic Light Icon	
		Current Value	89%
		Current Target	92%



Trend Chart Commentary:

There are only two local papers in West Lothian, the West Lothian Courier and Linlithgow Gazette.


The Corporate Communications team has a target of 92% positive news in the local press.

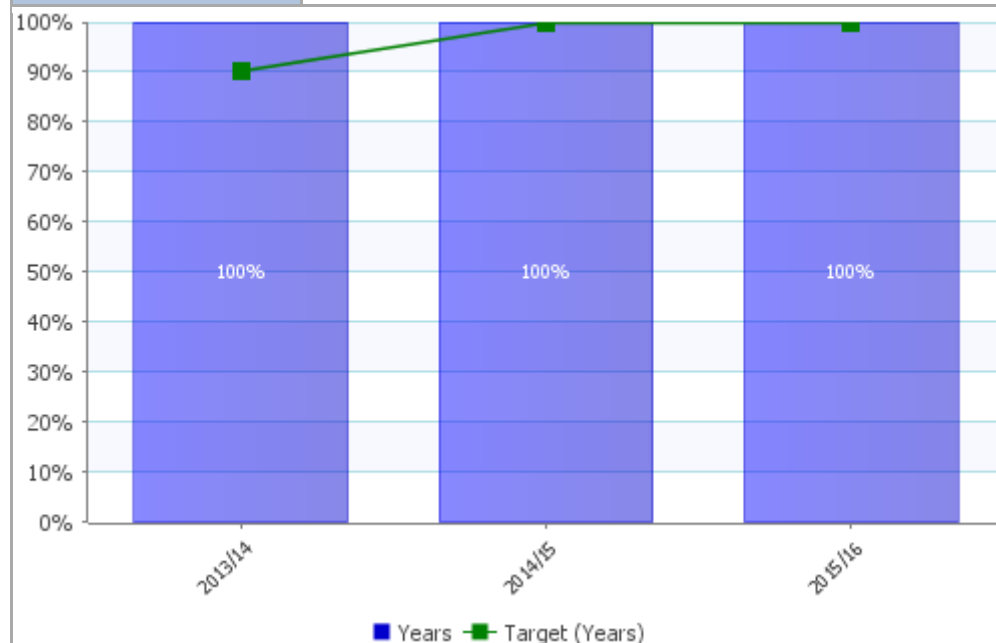
Performance fluctuates depending on the issues to be addressed during a given period. The trend shows overall that the percentage has remained high over recent quarters.

In Quarter 4 2015/16 performance was 89% and slightly below the target of 92. In Quarter 3 and Quarter 2 the performance was 91% and 89% respectively, below target. In Quarter 1 2015/16 the performance figure was 95% and above the target of 92. There were no articles deemed to be negative of the council but there are fluctuations in balanced articles. Depending on the news agenda at the time, this can impact upon this indicator.

The target in 2015/16 was increased to 92% from 90% in 2014/15 to reflect 2014/15 results.

In Quarter 4 2014/15 the percentage remained at 93%, then increased to 95% in Quarter 1 2015/16, exceeding the target of 90%.

Code & Short Name	CC045_6a.7 Percentage of local journalists who rated their overall satisfaction with our service as good or excellent	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	Percentage of local journalists who rated their overall satisfaction with our service as very good or excellent. An annual survey of local journalists is carried out to measure their views on the service we provide.	Traffic Light Icon	
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:

While the results are generally very positive, the pool of journalists has steadily decreased over recent years so it is not possible to increase the sample size. The sample size in 2014/15 was increased from 3 to 6. This was the total number of news reporters from across the two local newspapers. In 2015/16 the number of local news reporters decreased further to five. All five reporters took part in the 2015/16 survey.

No surveys were carried out in either 2010/11 2011/12 or 2012/13.

In 2015/16 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

In 2014/15 100% of local newspapers rated their overall satisfaction with the service as good or excellent. In 2014/15 the target was increased from 90% to 100% to reflect the survey results.

In 2013/14 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

The target will remain at 100% for 2016/17.

Code & Short Name	P:CC062_9a.1c Unit cost of Bulletin per household	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	This annual indicator demonstrates the average cost to West Lothian Council of printing and distributing Bulletin per household, per edition in West Lothian. The unit cost is calculated by taking overall Bulletin cost of printing and distributing and subtracting income received from external advertising, divided by the approximate total number of households (82,500). The indicator allows the corporate communications team to monitor the cost of each edition of Bulletin and take appropriate action to ensure best value is achieved for residents.	Traffic Light Icon	🟢
		Current Value	£0.15
		Current Target	£0.15



Trend Chart Commentary:

The trend highlights that Bulletin costs have never exceeded 16p per edition, per household.

In 2015/16 the unit cost of Bulletin per household was 15p which was consistent with 2014/15 data. In both 2014/15 and 2015/16 there were a number of 20 page editions of Bulletins printed which results in higher printing costs for the council, and is reflected in the higher unit cost compared with the 2013/14 value.


Reduced costs for 2013/14 were achieved through accepting a significant amount of advertising from our community planning partners, Visit West Lothian, West Lothian College and West Lothian Leisure. In 2013/14 all Bulletins were 16 pages in size which results in slightly smaller printing costs compared to a 20 page edition.

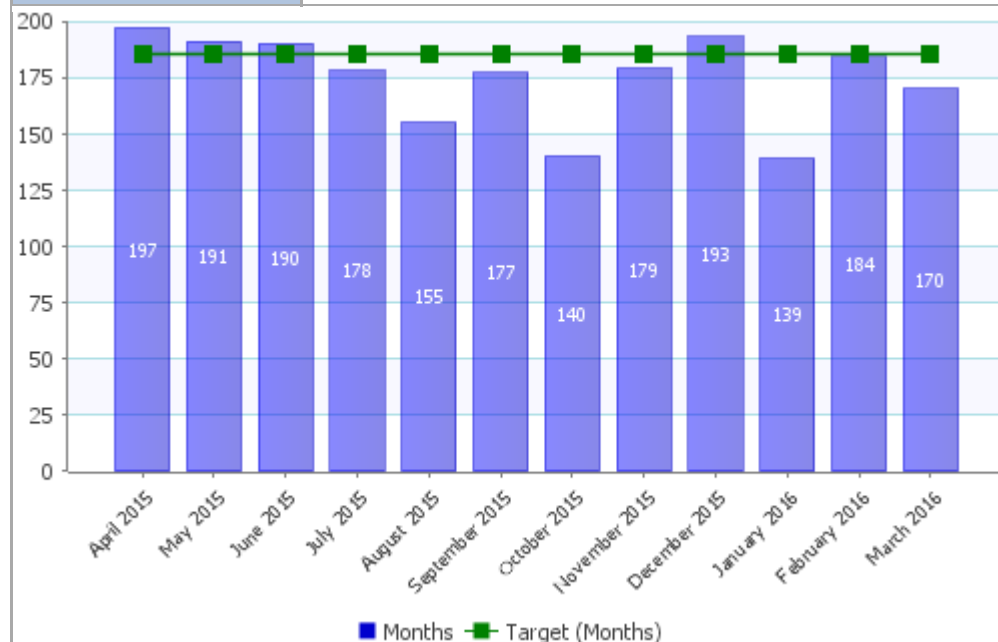
Costs remained at a consistent level over 2011/12 and 2012/13 with unit costs 16p and 15p respectively. The costs were slightly higher than 2013/14 due to less advertising being placed via community planning partners, therefore increasing the cost to the council.

The target for 2015/16 was reduced from 18p to 15p to reflect previous years' data and the fact that previous targets have been met.

Due to more sophisticated data being available to the team, we are able to identify exactly how many households receive Bulletin. Previous figures were based upon 80,000 homes receiving Bulletin but the up-to-date figure is 82,500 homes as noted in the description. Although distribution costs will increase the overall number of homes who will receive Bulletin will increase from 320,000 per year to 330,000 per year. The unit cost is therefore not expected to change significantly.

The target therefore for 2016/17 will remain at 15p.

Code & Short Name	CC081_9a.2b Number of posts on Facebook/Tweets	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	This performance indicator measures the number of posts on Facebook. We have a direct feed from Facebook to Twitter so the same number of posts would also be Tweets. This is measured through the posts information on Facebook insights.	Traffic Light Icon	
		Current Value	170
		Current Target	185



Trend Chart Commentary:

The Corporate Communications team aims to ensure a constant stream of council and community information is placed on social media. Trend so far is that target has been exceeded on 3 occasions.

In March 2016 the number of posts fell below target. There was not a significant dip in performance however.

In February the number of posts made was 184 and above target.

In January however the figure fell to 139. One member of the team was off for two weeks in January which resulted in a dip in performance.

In December 2015 the team surpassed the target of 185. During this month there is a significant amount of activity involving bin changes prior to the public holidays which contributed to

the increase.

The trend highlights that in November the number of posts increased to 179, compared to a significant drop in posts made during October.

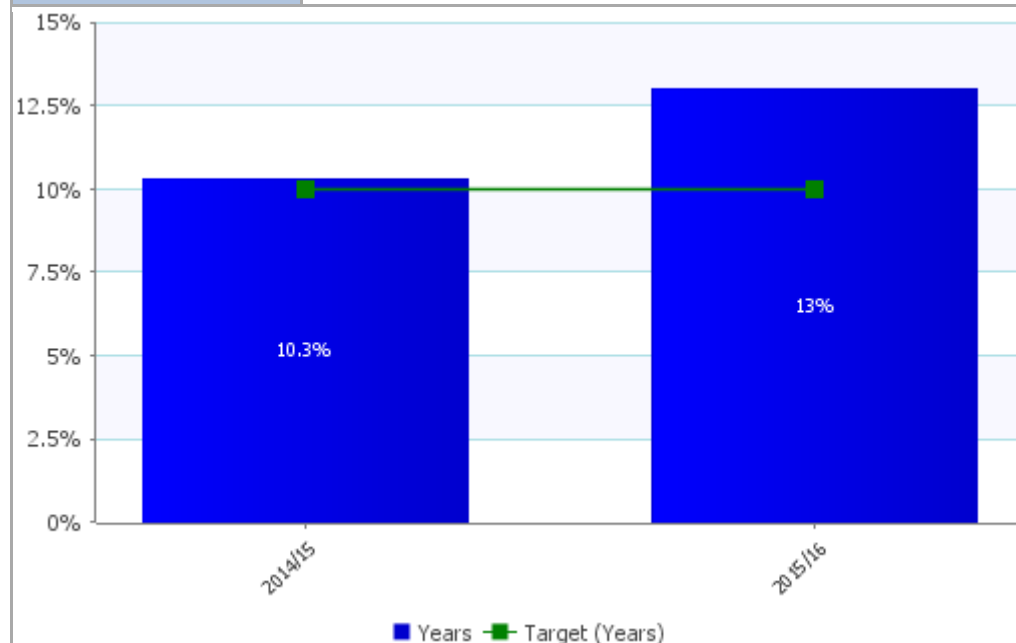
The drop can be attributed to one member of staff working mainly on a corporate project.

The trend shows that the number of posts made in August dipped due to staff holidays but from July 2015 to March 2015 the figure remained highland above target of 185.

Overall the trend shows that from August 2015 there has been a general decrease in the number of posts which the team believe can be attributed to an increase in the number of videos being developed by the team. This will continue to be monitored in 2016.

The target set is ambitious but is a key area for the team and it will remain at 185 in April 2016.

Code & Short Name	P:CC082_9b.1a Percentage of new Facebook likes/Twitter followers on the West Lothian Council sites.	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	This Performance indicator measures the percentage increase or decrease of Facebook/Twitter followers on the main council sites. The data is obtained from Facebook insights and Twitter Counter and is calculated by comparing the change in numbers and calculating what the percentage change is when compared to the total number of Facebook and Twitter followers. This indicator allows the corporate communications team to monitor and measure the usage of key social media channels allowing us to evaluate staffing resources and determine the appropriate content required to attract new service users to this communications channel.	Traffic Light Icon	🟢
		Current Value	13%
		Current Target	10%



Trend Chart Commentary:

This indicator was introduced in Quarter 2 2014/15, so the 2014/15 figure does not represent a full year's data.

The target has been set to increase the number of followers on social media, with an initial target of 10% per year set. On 1 July 2014 our combined Facebook and Twitter followers totalled 35,723, and grew to 34,915 by 1 April 2015. This has grown further to 44,502 as of 1 January 2016.

The trend shows that there was an increasing number of local residents choosing to engage with the council's social media channels.

A social media survey was carried out in October 2014 and January 2015 which have provided feedback on the council's social media service. The data is being used to improve the social media service with the aim of increasing the number of followers in future.

The number of Twitter followers rose above 10,000 in January 2016 and the number of Facebook followers increased to 32,779.

In 2015/16 the percentage of new likes was 13%. The 2014/15 figures does not represent a full year's worth of data and cannot therefore be compared.

The target for 2016/17 has been increased to 14% to reflect the 2015/16 value. This will be closely monitored as a new Instagram channel has also been launched, and the indicator will be changed to reflect that audience as well as Twitter and Facebook.

Code & Short Name	CC083_6a.7 Percentage of customers who rated their overall satisfaction with the council's Social Media channels as good or excellent	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	Percentage of customers who rated their overall satisfaction with the council's Social Media channels as very or fairly satisfied. Taken from our annual social media survey where people are asked to rate our four social media channels - Facebook, Twitter, Youtube and Flickr.	Traffic Light Icon	🟢
		Current Value	83%
		Current Target	75%




Trend Chart Commentary:

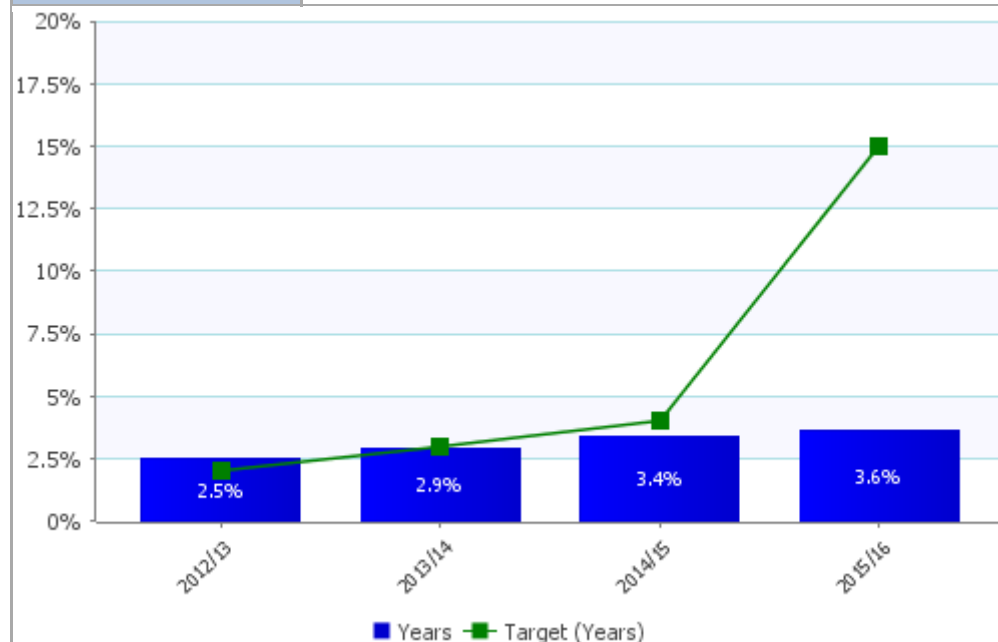
2014/15

Our first social media survey was carried out in October 2014.

In 2015/16 92 people responded to our survey. Of that 83% rated their overall satisfaction with the council's special media channels as being good or excellent.

The target for 2016/17 will increase to 85% based on the 2015/16 value.

Code & Short Name	CP:CC084_6b.5 Percentage of customers achieving end-to-end transactions on the website.	Responsible Officer	zCC_PIAAdmin; Garry Heron
Description	This performance indicator measures, on an annual basis, the percentage of customers achieving end-to-end transactions on the website.	Traffic Light Icon	
		Current Value	3.6%
		Current Target	15%



Trend Chart Commentary


The council has set an ambitious target of moving 25% of its end to end transactions online by 2017.

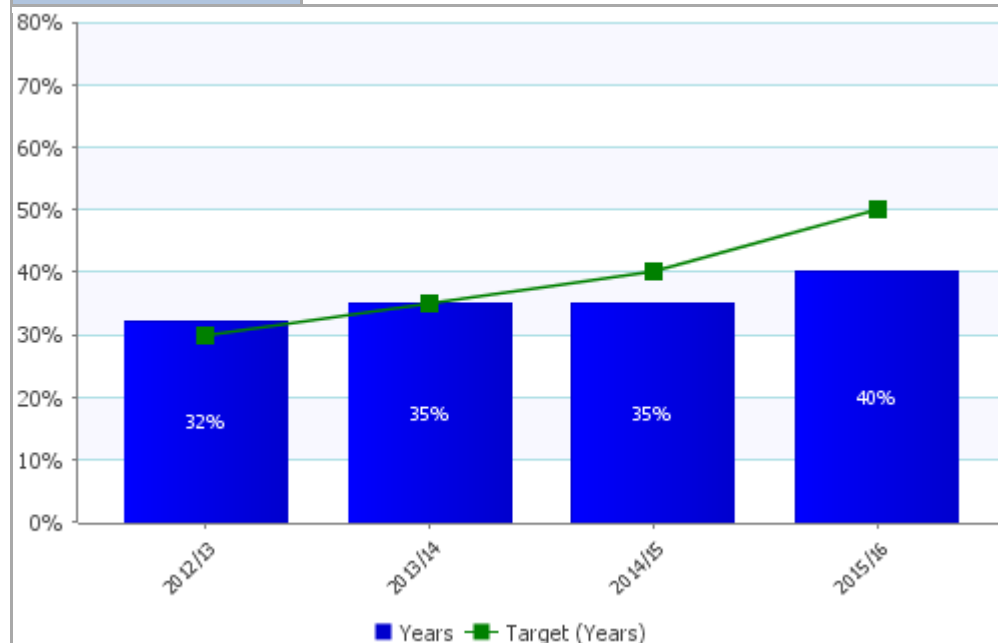
The launch of the website in July 2014 and the ongoing development within services to move activities online resulted in an improvement in performance in 2015/16. In 2015/16 the percentage of end to end transactions was 3.6%.

Progress has initially slow however there an improvement with 3.4% transaction completed online during 2014/15, the year the new website was launched.

Figures still only relate to two metrics (Operational Services Forms and Payments). This will begin to change with the introduction of, and subsequently data availability of a wider range of transactional activity.

The Web Team has now moved into Corporate Communications and this indicator will be analysed in 2016/17 with a view to developing it further.

Code & Short Name	CP:CC085_6b.5 Number of customers accessing the website as a percentage of West Lothian population.	Responsible Officer	zCC_PAdmin; Garry Heron
Description	This performance indicator measures, on an annual basis, the number of customers who access the councils website as a percentage of the total population of West Lothian. This is calculated by taking a monthly average of users across the year divided by the total population figure.	Traffic Light Icon	
		Current Value	40%
		Current Target	50%



Trend Chart Commentary

Total users for 2015/16 was 851,078 therefore the monthly average was 70,923. The number of customers accessing the website as a percentage of West Lothian population is 40%.

Performance remained static during 2014/15, but the number of users did increase to over 750,000 although the population had also increased.

Therefore the number of customers accessing the website as a percentage of West Lothian population is 35%.

Between 2012/13 and 2013/14 there was a small increase in the number of users of the website as a percentage of the West Lothian population.

It is expected that there will be a further increase during 2015/16 due to greater numbers using the website following its complete revamp and change to be device responsive. Over 50% of

the people using the website do so from a mobile device.

The target for 2016/17 is 65%.

This indicator will be reviewed in 2016/17 following the Web Team moving into Corporate Communications.



Delivering Better Outcomes

West Lothian Council

Corporate Communications

Performance Committee Presentation

Garry Heron, Corporate Communications Manager



INVESTORS
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West Lothian
Council

Overview of Corporate Communications



Overview of Corporate Communications

- Corporate Communications aims to enhance and protect the reputation of West Lothian Council, and keep communities informed of council and community news.
- The team operates with a total compliment of 11.8 FTE staff
- Main activities of the service are:
 - Produce content to promote council services and achievements, and inform customers
 - Provide a 24/7 media service
 - Update, manage and develop council social media channels
 - Provide a design service for all council services, including digital design
 - Management of council web sites and intranet site
 - Produce design work and PR support for West Lothian Leisure and West Lothian College
 - Research, draft and design Bulletin, the council's newspaper and staff magazine, Inside News.

Customer Participation

- Corporate Communications engages with customers in the delivery and re-design of services to ensure that accessible and focussed on their needs.
- Our customers include – Council Tax payers, Business rate payers, community planning partners, media, staff members, elected members, and all council services
- Regular customer surveys and feedback
- 100% of customers rated the overall quality of the service as good or excellent in 2015/16.
- 83% of customers rated the overall satisfaction with the council's social media channels as good or excellent
- Customer surveys for website and school websites. Over 2,500 responses for each survey with feedback used to shape development

Significant Achievements in 2015/16



Significant Achievements in 2015/16

- Increasing the number of customers that follow the council on social media channels
- Launched the council's Inside News magazine online
- Increased the number of designed publications produced via online platforms
- Continued to lead on the development of the council's website and sub sites
- Increased the number of online transactions completed via the council's website
- Further developed the use of video to publicise council services and events and introduced an Instagram page for the council

Key Priorities and Actions for 2016/17



Key Priorities and Actions for 2016/17

- Provide a 24/7 media support service for the council
- Produce content to populate an increasing variety of communications channels
- Further enhance and grow the council's social media channels
- Develop the transactional capability of the website
- Develop and launch websites for schools
- Improve internal communications and support behaviour change programmes
- Review the West Lothian Way communications guidelines
- Create Social Media Guidelines for council staff

Performance

The service continually reviews performance against targets.

Key measures aligned to WLAM structure

2013/14

- (6) Customer Results – 13 indicators
- (7) People Results – 1 indicators
- (9) Key Performance Results – 14 indicators

2016/17

16 indicators
7 indicators
14 indicators

Indicators are monitored, managed and reported on through the Covalent system.



PERFORMANCE COMMITTEE

RECYCLING & WASTE SERVICES PERFORMANCE

REPORT BY HEAD OF OPERATIONAL SERVICES

A. PURPOSE OF REPORT

To provide the Performance Committee with an overview of Recycling & Waste Services along with details of service performance.

B. RECOMMENDATION

It is recommended that the Performance Committee:

- Notes the contents of this report and appendix 1;
- Provides feedback on service performance; and
- Identifies any recommendations for performance improvement.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on customers' needs; being honest, open and accountable; making the best use of our resources; working in partnership
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Recycling & Waste Services deliver key statutory services for the collection, handling and processing of waste and recyclable materials from householders
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	Appendix 1 details a sample of performance indicators and results currently reported for the service
V	Relevance to Single Outcome Agreement	Outcome 8: We make the most efficient and effective use of resources by minimising our impact on the built and natural environment
VI	Resources - (Financial, Staffing and Property)	None
VII	Consideration at PDSP	Not Applicable

VIII Consultations

None

D. TERMS OF REPORT

D.1 Service Overview

Recycling & Waste Services are responsible for the collection of all household waste and the environmentally responsible management of waste in line with the government's Zero Waste Plan. The service provides a weekly uplift to over 78,000 households and a monthly uplift of garden waste during the growing season to the majority of these households. Every year the service carries out around 21,000 bulky uplifts. Recycling & Waste Services also provide commercial uplifts from approximately 1,000 trade waste premises and council services. This amounts to more than 8 million uplifts a year. Over 46.9% of all waste managed was recycled (48,000 tonnes), which is approximately 4,800 bin lorries a year diverted from landfill.

The service also has six Community Recycling Centres strategically located throughout West Lothian where residents bring their own household waste for recycling. In addition to this we have 182 glass recycling points and provide information and support to customers on how to reduce, reuse and recycle their waste. We also provide 13 public conveniences in various locations in West Lothian.

The service's main activities are:

- Domestic Waste and Recycling Service including household collection, commercial waste collection, bulky uplift, clinical waste and food waste
- Recycling and Waste Strategic Planning
- Operating Community Recycling Centres
- Customer liaison in education and engagement

The service operates with a total compliment of staff of 227.6 FTE staff and an annual revenue budget of £12.082 million.

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners include Zero Waste Scotland, Scottish Environmental Protection agency (SEPA), CoSLA, The Scottish Government, Homeaid, Her Majesty's Prison Service, Community Payback, Changeworks, Community Resources Network and a wide range of council services.

In 2015/2016 the service delivered on a number of key improvement actions which included. This included changes to recycling centre operation to improve recycling and operational efficiency; developing a Communication Plan for public awareness and engagement activities; completing the first roll out of SVQ level 2 qualifications for operative and developing the service to be able to deliver these in house going forward, and the implementation of a new debrief process to better capture daily feedback from crews to improve complaint handling.

During 2016/2017 the service is looking to carry out a number of actions to improve our diversion from landfill and increase the quality of the services offered. Such actions include: the roll out of a standardised In-house Recycling service to all council properties; a review and update of the Service Standards to take account of service developments and legislative changes; rolling out the Sustainable Waste Collection service through the introduction of 140l landfill bins; improve access to recycling for those currently out with the standard collection service and continuing to support community events to encourage public participation in our services.

In addition to these actions the service, as a part of Operational Services will be preparing for the transition to the Whitehill Service Centre. This development will provide the service with the ability to increase the number of materials that can be stored and pre-screened to improve the quality of the materials which are sent to market. In light of this move the service will be undergoing a restructuring process to ensure that our staffing resource matches the requirements of this change to operating practices, the demands of our customers and know legislative developments.

D.2 Performance Management including Customer Services

Recycling & Waste Services performance is regularly measured through a suite of performance indicators in line with the council's performance management framework, using the covalent system. These indicators are representative of a range of activities delivered by the service and include statutory, public performance reporting and management indicators, including measures of customer and staff perception.

Appendix 1 provides a sample of the services performance indicators, including trend charts and associated commentary.

Of the thirteen performance indicators, eight are at green, two at amber and three are at red status.

The two amber status indicators relate to the percentage of total waste arisings that are recycled and the number of missed bins during collections. The percentage of total waste recycled, for 2014/2015 was 45.9% versus a target of 50%. The target is set based upon the national target of recycling 50% of household waste by 2013. The council continue to work towards and beyond the target and having introduced Food Waste collections to more than 72,000 households during 2015 and the current move to 140 litre landfill containers it is hoped that this target will be surpassed in the coming years. The indicator for bins missed during collection in Q3 of 2015/2016 was 76.4 versus the amber threshold of 75. The level of bins missed during collection continues to be low, given the number of collections undertaken per quarter, approximately 2 million. It is expected that there will be a rise in the figure reported into 2016/2017 due to issues arising from the changes to collection calendars. The service introduced a wholesale change of the debrief process in late 2015 with a view to capturing more of the routing issues and customer issues to enable a quicker feedback and resolve process.

The three reds performance indicators relate to the percentage of replacement bins delivered within 5 working days; the percentage of customers who rated the complaints process as good or excellent, and the number of complaints (Stage1) received.

With respect to the percentage of replacement or new bins delivered, the performance figure for Q3 2015/2016 was 84.39% versus a target of 90%. Whilst the target was not met the average time from order to delivery for containers was 3.06 working days. The main issues relating to the lower than target result are due to the prioritisation of workloads when resources are low. Prioritisation of activities places Bin Delivery at the bottom of the list of activities undertaken by the service which in priority order are as follows: Food Waste, Grey Bin, Blue Bin, Brown Bin, Bulky Uplifts, Bin Deliveries. The service is actively working with our staff and HR to improve the level of resource available to ensure all of our services can be carried out to their performance target levels.

With respect to the percentage of customers who rated the complaints process as good or excellent, the level has dropped from 90.79% in 2014/2015 to 60% in 2015/2016, based upon Citizen Panel survey information. The survey itself does not capture the reason for this drop in performance but given the relatively stable number of complaints being raised it suggests that the resolve from the complaints when closed off, does not meet the satisfaction of the customer. A review of complaints handled suggests that there is a level of dissatisfaction with certain service standards, such as the return to collect a missed bin within 5 working days and the criteria for being permitted extra capacity for landfill waste. This will be closely monitored over the roll out of the new containers and the development of the updated service standards.

The final red indicator relates to the number of Stage 1 complaints received. This increased to 215 in quarter 4 of 2015/2016 and was directly related to the issues with communication that surrounded the collection changes due to Christmas and New Year holidays. The collection changes saw the collection days moved forward, rather than backwards, for a considerable number of properties. This was communicated via the website and provided to media outlets in the form of a press release, but it would appear that the message was not adequately read and as a result the service was chasing missed collection for a period of 3 weeks after the New Year holiday. Following the issues noted the service and media team have been in discussion to determine how to improve the way in which these non-standard messages are disseminated.

D.3 WLAM Performance

Recycling & Waste Services had its three year WLAM Assessment in September 2015. The outcome of the assessment gave the service a score of 435, which showed an improvement on the on the score of 375 at the 2011-2013 WLAM Assessment.

Criteria	2011-2013	2014-2017
1 Leadership	47	62
2 Service Planning	46	55
3 People	52	58
4 Partners and Resources	49	55
5 Services and Processes	63	57
6 Customer Results	51	44
7 People Results	10	26
8 Community Results	20	40
9 Key Results	38	39
Total score	375	435

The results of the assessment were presented to the Chief Executive's performance review panel in September 2015. During the panel discussion, the service manager provided an overview of the services general approach to performance management and performance indicator results. The service manager also identified a number of key areas where the service was aiming at improving performance. The key areas relating to customer interactions covered were those concerned with feedback on performance to and from frontline operatives. The service reviewed and overhauled the daily debrief process to provide more detailed information on the missed bins, contamination and other service issued from each route for action and follow up with colleagues in other sections.

Following feedback from the panel the service were placed on WLAM cycle 2 and asked to report back to the panel in a year to provide an update on progress against the improvement actions identified at the review panel meeting.

E. CONCLUSION

The report and the attached appendix summarise the activities and the performance of Recycling & Waste Services.

The Performance Committee is asked to consider the report, consider any performance measures they would like to explore further and provide any recommendations on performance improvement.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments:

Appendix 1 – Recycling & Waste Services Performance Report

Contact Person:

David Goodenough, Waste Services Manager

David.goodenough@westlothian.gov.uk

Jim Jack

Head of Operational Services












Date of Meeting: 30 May 2016

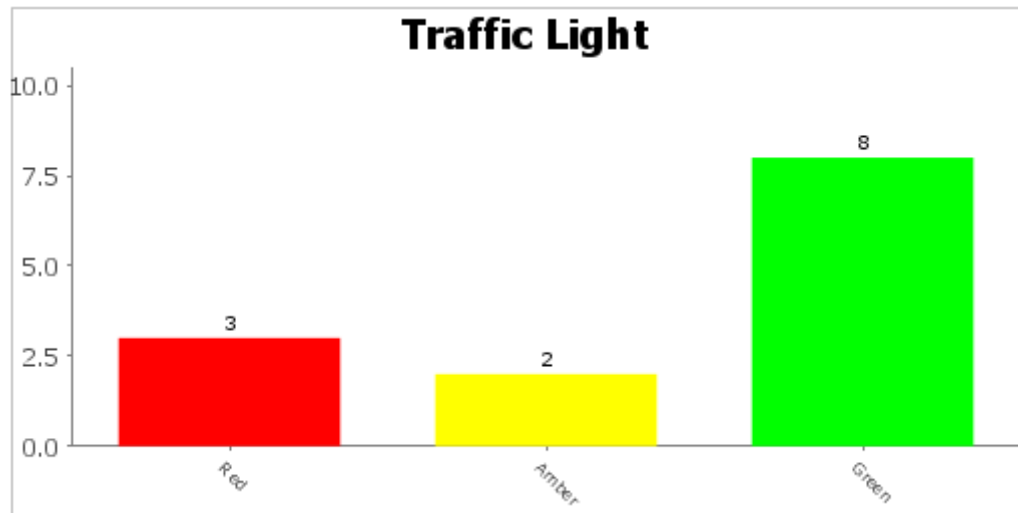
Performance Committee – Recycling & Waste Services Report

Report Author: David Goodenough

Generated on: 20 May 2016 14:24



PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				



PI Code & Short Name	SENV01a Net Waste Collection Cost per Premise	PI Owner	zAdmin_SENV; David Goodenough																												
Description	SENV1a: Net cost of Waste collection per premise	Data Collection Officer	Karen King; Melanie Phillips																												
Linked PIs		Gauge Format Type	Aim to Minimise																												
<div>SENV01a Net Waste Collection Cost per Premise</div> <table border="1"><thead><tr><th>Year</th><th>Years</th><th>Target (Years)</th><th>LGBF PIs - Average</th><th>LGBF PIs - BQ</th><th>LGBF PIs - Median</th><th>LGBF PIs - TQ</th></tr></thead><tbody><tr><td>2012/13</td><td>£63.51</td><td>£67.00</td><td>£62.00</td><td>£70.50</td><td>£63.51</td><td>£46.00</td></tr><tr><td>2013/14</td><td>£64.17</td><td>£67.00</td><td>£63.50</td><td>£71.00</td><td>£61.00</td><td>£47.00</td></tr><tr><td>2014/15</td><td>£62.83</td><td>£69.50</td><td>£63.50</td><td>£74.00</td><td>£62.00</td><td>£48.00</td></tr></tbody></table>		Year	Years	Target (Years)	LGBF PIs - Average	LGBF PIs - BQ	LGBF PIs - Median	LGBF PIs - TQ	2012/13	£63.51	£67.00	£62.00	£70.50	£63.51	£46.00	2013/14	£64.17	£67.00	£63.50	£71.00	£61.00	£47.00	2014/15	£62.83	£69.50	£63.50	£74.00	£62.00	£48.00	Last Update	2014/15
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		Traffic Light Icon																													
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Current Target	£69.35																														
Red Threshold	£76.28																														
Amber Threshold	£72.82																														
		<div>2014/15 result</div> <table border="1"><thead><tr><th>Value</th><th>Section</th></tr></thead><tbody><tr><td>£40.00</td><td>Green</td></tr><tr><td>£62.83</td><td>Green</td></tr><tr><td>£72.82</td><td>Amber</td></tr><tr><td>£76.28</td><td>Red</td></tr><tr><td>£99.00</td><td>Red</td></tr></tbody></table>		Value	Section	£40.00	Green	£62.83	Green	£72.82	Amber	£76.28	Red	£99.00	Red																
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<div><div><div><div>Trend Chart Commentary</div><div>The net cost of waste collection has decreased by £1.34 in 2014/15 compared to the previous year. There were increases from inflationary pressures during that time period from fuel and equipment costs, and the full roll out of food waste collection service which saw the introduction of a further 5 vehicles and 10 staff members. However, there was an overall decrease in net expenditure due to increased Trade Waste Income.</div><div>In 2014/15 West Lothian council ranked 19th out of the 32 Scottish Local Authorities. In 2013/14 we were 21st.</div><div>The 2015/16 data is expected to be available in January 2017</div></div></div></div>		Notes on Latest Data Entry	<div>28-Jan-2016 This PI is the same as LGBF reference ENV01a. Note that both must be updated each year</div> <div>The net cost of waste collection has decreased by £1.34 in 2014/15 compared to the previous year. There were increases from inflationary pressures during that time period from fuel and equipment costs, and the full roll out of food waste collection service which saw the introduction of a further 5 vehicles and 10 staff members. However, there was an overall</div>																												

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In 2014/15 West Lothian council ranked 19th out of the 32 Scottish Local Authorities. In 2013/14 we were 21st.

The 2015/16 data is expected to be available in January 2017

FMU commentary; "Although there was an increase in gross expenditure due to the roll out of the new food waste collection service, there was an overall decrease in net expenditure due to increases in Trade Waste Income"

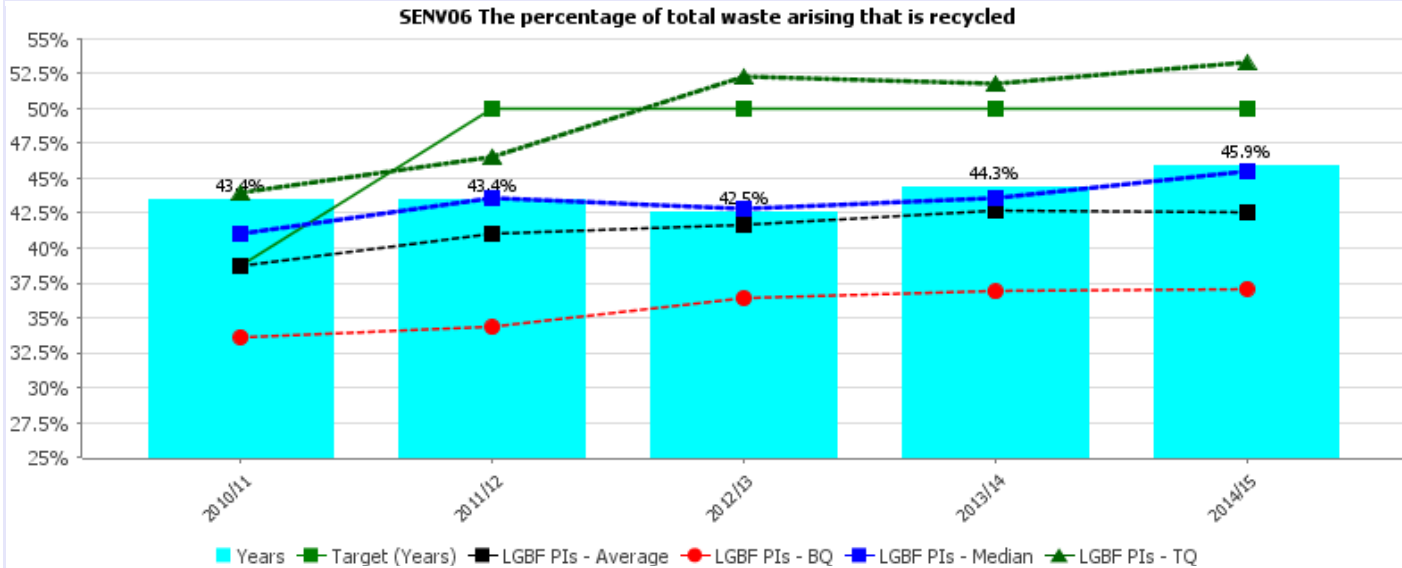


Target 14/15 = 3.5% x £67.00 = £69.35, to take account of inflation and housing growth

PI Code & Short Name	SENV02a Net Waste Disposal Cost per Premise	PI Owner	zAdmin_SENV; David Goodenough
Description	SENV02: Net waste disposal cost per premises	Data Collection Officer	Karen King; Melanie Phillips
Linked PIs		Gauge Format Type	Aim to Minimise
<p style="text-align: center;">SENV02a Net Waste Disposal Cost per Premise</p> <p>£106.23 £106.03 £100.13</p> <p>£105.00 £100.00 £95.00 £90.00 £85.00 £80.00 £75.00 £70.00 £65.00</p> <p>2012/13 2013/14 2014/15</p> <p>■ Years ■ Target (Years) ■ LGBF PIs - Average ● LGBF PIs - BQ ■ LGBF PIs - Median ▲ LGBF PIs - TQ</p>		Last Update	2014/15
		Traffic Light Icon	🟢
		Current Value	£100.13
		Current Target	£106.50
		Red Threshold	£117.15
		Amber Threshold	£111.82
<p>Trend Chart Commentary</p> <p>The Gross and NET costs of Waste Disposal per premises continue to be high for West Lothian Council. There were increases in expenditure relating to disposal gate fees, in particular landfill tax. This was offset against a decrease in revenue contribution to capital costs in 2014/15 when compared to 2013/14. This one off cost was due to the funding for the new Whitehill Service Centre and produced an overall decrease of over 3% compared to last year.</p> <p>West Lothian Council continues to show a high cost in comparison with other local authorities for the disposal of waste and recyclates. This is purely down to the lack of suitable infrastructure for the council to use which results in unfavourable contract terms in comparison with other councils who can use bulking facilities to either improve the quality of materials or achieve greater economies of scale in the delivery of material to market. This is to be addressed through the development of the Whitehill Service Centre.</p> <p>In 2014/15 West Lothian council ranked 22nd out of the 32 Scottish Local Authorities. In 2013/14 we were 24th.</p> <p>The 2015/16 data is expected to be available in January 2017</p>		<p style="text-align: center;">2014/15 result</p> <p>£111.82 £117.15 £100.13 £65.00 £150.00</p>	
		Notes on Latest Data Entry	28-Jan-2016 The Gross and NET costs of Waste Disposal per premises continue to be high for West Lothian Council. There were increases in expenditure relating to disposal gate fees, in particular landfill tax. This was offset against a decrease in revenue contribution to capital costs in 2014/15 when compared to 2013/14. This one off cost was due to the funding for the new Whitehill Service Centre and produced an overall decrease of over 3% compared to last year. West Lothian Council continues to

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In 2014/15 West Lothian council ranked 22nd out of the 32 Scottish Local Authorities. In 2013/14 we were 24th.

The 2015/16 data is expected to be available in January 2017

PI Code & Short Name	SENV06 The percentage of total waste arising that is recycled	PI Owner	zAdmin_SENV; David Goodenough																																										
Description	SENV06: % of total household waste that is recycled	Data Collection Officer	Karen King; Melanie Phillips																																										
Linked PIs		Gauge Format Type	Aim to Maximise																																										
<div>SENV06 The percentage of total waste arising that is recycled</div>  <table><caption>SENV06 Data (2010/11 to 2014/15)</caption><thead><tr><th>Year</th><th>Years (Bar)</th><th>Target (Years) (Green Line)</th><th>LGBF PIs - Average (Black Line)</th><th>LGBF PIs - BQ (Red Line)</th><th>LGBF PIs - Median (Blue Line)</th><th>LGBF PIs - TQ (Green Line)</th></tr></thead><tbody><tr><td>2010/11</td><td>43.4%</td><td>43.4%</td><td>38.5%</td><td>33.5%</td><td>41.5%</td><td>43.4%</td></tr><tr><td>2011/12</td><td>43.4%</td><td>50.0%</td><td>41.0%</td><td>34.0%</td><td>43.4%</td><td>46.5%</td></tr><tr><td>2012/13</td><td>42.5%</td><td>50.0%</td><td>42.5%</td><td>36.5%</td><td>42.5%</td><td>52.5%</td></tr><tr><td>2013/14</td><td>44.3%</td><td>50.0%</td><td>43.0%</td><td>37.0%</td><td>44.3%</td><td>51.5%</td></tr><tr><td>2014/15</td><td>45.9%</td><td>50.0%</td><td>42.5%</td><td>37.5%</td><td>45.9%</td><td>53.0%</td></tr></tbody></table>		Year	Years (Bar)	Target (Years) (Green Line)	LGBF PIs - Average (Black Line)	LGBF PIs - BQ (Red Line)	LGBF PIs - Median (Blue Line)	LGBF PIs - TQ (Green Line)	2010/11	43.4%	43.4%	38.5%	33.5%	41.5%	43.4%	2011/12	43.4%	50.0%	41.0%	34.0%	43.4%	46.5%	2012/13	42.5%	50.0%	42.5%	36.5%	42.5%	52.5%	2013/14	44.3%	50.0%	43.0%	37.0%	44.3%	51.5%	2014/15	45.9%	50.0%	42.5%	37.5%	45.9%	53.0%	Last Update	2014/15
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2013/14	44.3%	50.0%	43.0%	37.0%	44.3%	51.5%																																							
2014/15	45.9%	50.0%	42.5%	37.5%	45.9%	53.0%																																							
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Current Target	50%																																												
Red Threshold	45%																																												
Amber Threshold	47.5%																																												
<div>Trend Chart Commentary</div> <p>In comparing 2013 to 2014 the main differences in materials recycled are as follows:</p> <p>Kerbside Collections: Decrease in blue bin (-520t) Increase in bulky waste (135) and brown bin (1600t) probably due to the growing conditions in 2014. The new food waste collection service was introduced to approximately another 52,000 households in October 2014 resulting in another 900t of food waste being recycled in 2014.</p> <p>Materials recycled through our Community Recycling Centres and Recycling Sites: Decrease in Metal (-50t) and textiles (-15t) Increase in rubble (190t), wood (120t), green waste (300t) and our new soil skips increased the amount of soil collected by 230t. There was an increase of 90t of glass due to the roll out of further recycling sites throughout the area</p> <p>Diversion from landfill: Instead of being landfilled, another 600t of waste was used to produce Energy from Waste or was otherwise diverted from landfill (400t).</p>		<div>2014/15 result</div> 																																											
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The overall tonnage of household waste collected increased in 2014 compared to 2013 by approximately 2900t. The above has increased the household recycling rate from 44.3% in 2013 to **45.9%** This was mainly due to an increase in material recycled and composted of 2400t and a 500t drop in material landfilled.

The target is set at 50% to reflect the Scottish Government target for the whole of Scotland to reach 50% recycling by 2013. In 2014 West Lothian council ranked 16th out of the 32 Scottish Local Authorities. In 2013 we were 14th.

Community Recycling Centres and Recycling Sites:

Decrease in Metal (-50t) and textiles (-15t)

Increase in rubble (190t), wood (120t), green waste (300t) and our new soil skips increased the amount of soil collected by 230t.

There was an increase of 90t of glass due to the roll out of further recycling sites throughout the area

Diversion from landfill:

Instead of being landfilled, another 600t of waste was used to produce Energy from Waste or was otherwise diverted from landfill (400t).

The overall tonnage of household waste collected increased in 2014 compared to 2013 by approximately 2900t.

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The target is set at 50% to reflect the Scottish Government target for the whole of Scotland to reach 50% recycling by 2013. In 2014 West Lothian council ranked 16th out of the 32 Scottish Local Authorities. In 2013 we were 14th.

PI Code & Short Name	P:WM015_6b.5 Percentage of new / replacement bins delivered within Service Standard period (5 working days).	PI Owner	zWM_PIAAdmin; David Goodenough										
Description	<p>This performance indicator measures the amount of new or replacement bins (grey, blue and brown) which are delivered to the customer within 5 working days of the request being received. We have a Bin Management Unit in place to manage the delivery of all new bins.</p> <p>Target is set at 90% to reflect improving trends in previous years.</p>	Data Collection Officer	Karen King										
Linked PIs		Gauge Format Type	Aim to Maximise										
<table><caption>Performance Data (2011/12 to 2014/15)</caption><thead><tr><th>Year</th><th>Performance (%)</th></tr></thead><tbody><tr><td>2011/12</td><td>75.06%</td></tr><tr><td>2012/13</td><td>91.35%</td></tr><tr><td>2013/14</td><td>91.5%</td></tr><tr><td>2014/15</td><td>90%</td></tr></tbody></table>		Year	Performance (%)	2011/12	75.06%	2012/13	91.35%	2013/14	91.5%	2014/15	90%	Last Update	Q3 2015/16
		Year	Performance (%)										
		2011/12	75.06%										
		2012/13	91.35%										
		2013/14	91.5%										
2014/15	90%												
Traffic Light Icon													
Current Value	84.39%												
Current Target	90%												
Red Threshold	85.5%												
Amber Threshold	87.75%												
<p>Trend Chart Commentary:</p> <p>Annual performance has been at 90% for three of the last four years.</p> <p>The percentage of bins delivered within 5 working days for the last quarter is 84.39%</p> <p>Performance increased in quarter 3 2015/16.</p> <p>No. of bins requested =2440, no. of bins delivered within 5 working days =2059, average time taken to complete a delivery request 3.06 working days.</p>		Notes on Latest Data Entry	<p>01-Mar-2016 The percentage of bins delivered within 5 working days is 84.39%</p> <p>Performance increased this quarter.</p> <p>No. of bins requested =2440, no. of bins delivered within 5 working days =2059, average time taken to complete a delivery request 3.06 working days.</p>										

The below target performance in quarter three of 2015/16 was due to continuing lack of resources caused by sickness and holidays and due to the seasonally busy festive period. Bin deliveries decreased due to resources being diverted to refuse collection. Actions taken to rectify the issues relating to high levels of sickness absence have been undertaken in partnership with HR which will help to improve the availability of staffing resources to deliver bins.

The drop in performance in quarters one and two of 2014/15 were the result of difficulties in the supply of brown bins through customs. Following on from last quarter there were still delays in getting stocks of bins, but resources were reallocated to ensure any backlog was caught up. The trend chart shows that when resources are not redeployed to help other priority front line services, the service performs above target. On average we deliver 2480 new bins to households each quarter. The performance target has been reviewed for 2015/16 and has been retained at 90% as this represents a reasonable target given supply and demand issues as well as seasonal variation in staffing levels.

Due to the seasonally busy festive period in quarter three 2013/14, bin deliveries from 20th December decreased due to resources being diverted to refuse collection. This continued until 6th January 2014 when extra resources were deployed to catch up with demand and the backlog from the following quarter.

Annual targets for 2015/16 and 2016/17 have been set at 90% to reflect improving trends in previous years.

The below target performance in quarter three of 2015/16 was due to continuing lack of resources caused by sickness and holidays and due to the seasonally busy festive period. Bin deliveries decreased due to resources being diverted to refuse collection. Actions taken to rectify the issues relating to high levels of sickness absence have been undertaken in partnership with HR which will help to improve the availability of staffing resources to deliver bins.

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to catch up with demand and the
backlog from the following quarter

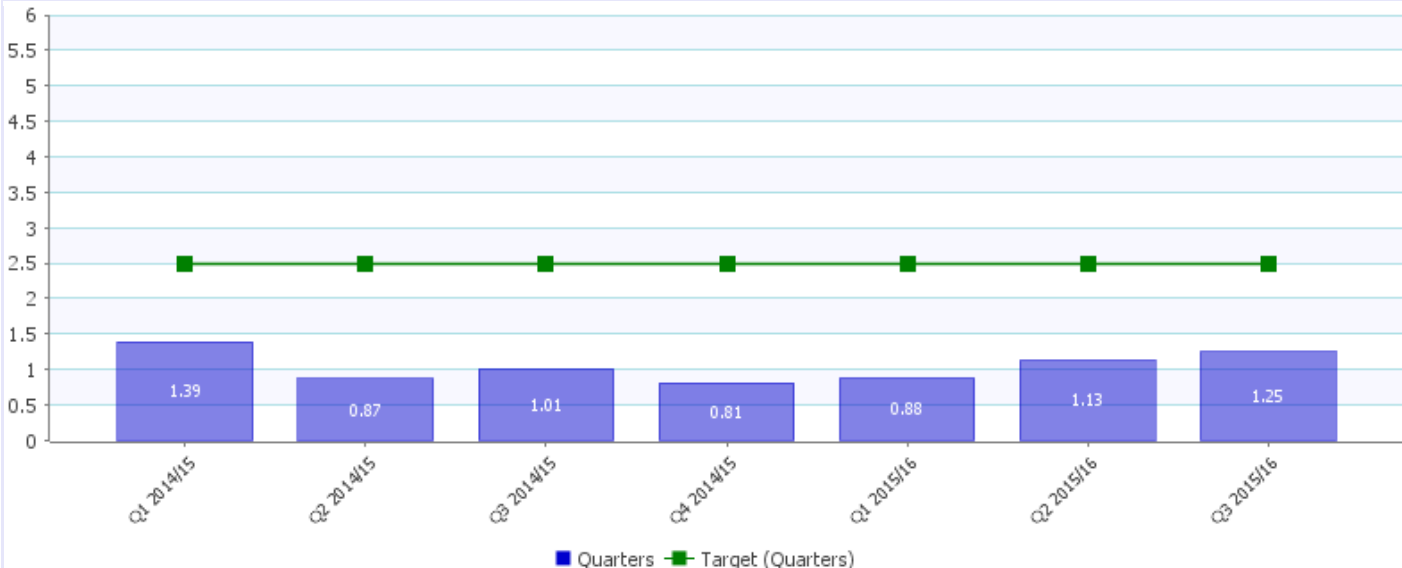

PI Code & Short Name	CP:WM016_9b.1a Average Percentage of material recycled at Community Recycling Centres (per calendar year).	PI Owner	zWM_PIAAdmin; David Goodenough															
Description	<p>This Performance Indicator measures the percentage of waste which is taken for recycling from all sites when divided by the total amount of waste brought to all the Community Recycling Centres (CRC's).</p> <p>The target for 2014 was 50% which reflects the average performance of the sites</p>	Data Collection Officer	Karen King															
Linked PIs		Gauge Format Type	Aim to Maximise															
<table><caption>Recycling Data (2011-2014)</caption><thead><tr><th>Year</th><th>Percentage Recycled</th><th>Target</th></tr></thead><tbody><tr><td>2011</td><td>51.2%</td><td>50%</td></tr><tr><td>2012</td><td>47.8%</td><td>50%</td></tr><tr><td>2013</td><td>51.7%</td><td>50%</td></tr><tr><td>2014</td><td>53.5%</td><td>50%</td></tr></tbody></table>		Year	Percentage Recycled	Target	2011	51.2%	50%	2012	47.8%	50%	2013	51.7%	50%	2014	53.5%	50%	Last Update	2014
		Year	Percentage Recycled	Target														
		2011	51.2%	50%														
		2012	47.8%	50%														
		2013	51.7%	50%														
		2014	53.5%	50%														
Traffic Light Icon																		
Current Value	53.5%																	
Current Target	50%																	
Red Threshold	47%																	
Amber Threshold	48%																	
<p>Trend Chart Commentary</p> <p>From 2014 this is now reported in calendar years instead of financial years in line with SEPA reporting and replaces WM014_9b.1a</p> <p>Compared to 2013, there was a 1.8% increase in the average percentage of material recycled in 2014. This is another increase in the recycling rate following a fall in 2012/13, which could be due to the economy and growing conditions</p> <p>There was an increase of 580 tonnes of waste through our Community Recycling Centres. There was 140 tonnes less waste landfilled and 720 tonnes more waste recycled. Of that recycled, the amount of metal decreased, but there was an increase in rubble, wood, glass, soil and green waste.</p> <p>The target for 2014 was 50% which reflects the average performance of the sites</p>																		
		Notes on Latest Data Entry	<p>28-Sep-2015 From 2014 this is now reported in calendar years instead of financial years in line with SEPA reporting and replaces WM014_9b.1a</p> <p>Compared to 2013/14, there was a 1.8% increase in the average percentage of material recycled in 2014. This is another increase in the recycling rate following a fall in 2012/13, which could be due to the</p>															

Official 2015 recycling rates are expected to be released by SEPA at the end of September 16

economy and growing conditions

There was an increase of 580 tonnes of waste through our Community Recycling Centres. There was 140 tonnes less waste landfilled and 720 tonnes more waste recycled. Of that recycled, the amount of metal decreased, but there was an increase in rubble, wood, glass, soil and green waste.

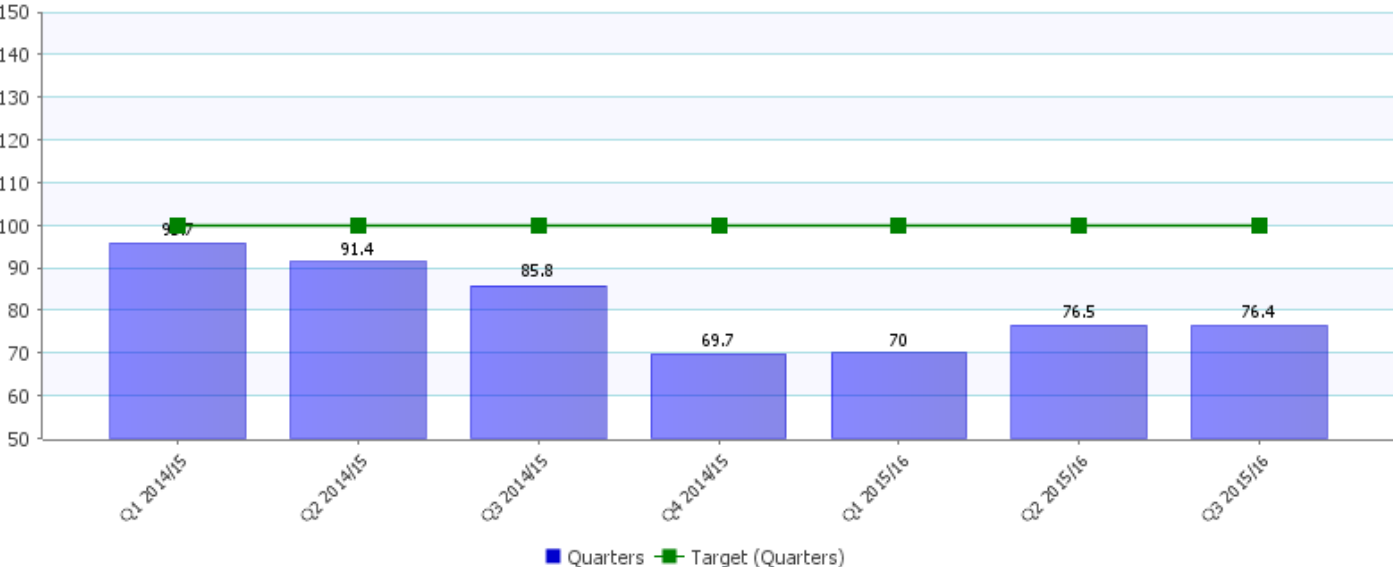


The data will be input for 2014 when it has been verified and released by SEPA in late September 2015

PI Code & Short Name	WM017_6b.5 Waste Management: Average time taken to respond to customer Enquiries (days).	PI Owner	zWM_PIAAdmin; David Goodenough
Description	We aim to respond to all customer enquires within three days and we measure our success in achieving this to ensure customers are responded to as quickly and effectively as possible.	Data Collection Officer	Karen King
Linked PIs		Gauge Format Type	Aim to Minimise
 <p>■ Quarters ■ Target (Quarters)</p>		Last Update	Q3 2015/16
		Traffic Light Icon	🟢
		Current Value	1.25
		Current Target	2.5
		Red Threshold	3
		Amber Threshold	2
			
Trend Chart Commentary: The Service continues to be under our target of 2.5 days for responding to customer enquiries. We have chosen this target as it is challenging as Waste Services visits every household in West Lothian on a weekly basis and as a result receives more enquiries from customers than any other council service. The number of enquiries received by the service for each period since quarter 3 2013/14 is as follows: Quarter 3 2015/16 - 12128 Quarter 2 2015/16 - 13254 Quarter 1 2015/16 - 13450 Quarter 4 2014/15 - 11,977 Quarter 3 2014/15 - 12,289 Quarter 2 2014/15 - 11,484 Quarter 1 2014/15 - 12,148		Notes on Latest Data Entry	29-Feb-2016 This increased slightly since last quarter. In October to December 2015 the service received and dealt with over 12128 enquiries from customers over a range of topics relating to the service.

Quarter 4 2013/14 - 10,700
Quarter 3 2013/14 - 9,900

The nature of these enquiries include; requests for new bins, booking bulky uplifts and recycling issues. The service aim to deal with each of these enquiries as quickly as possible and this is reflected in the feedback received from customers. In the most recent customer survey (February 2015) 87.24% of Waste Services customers rated the timeliness of the services response as good or excellent.

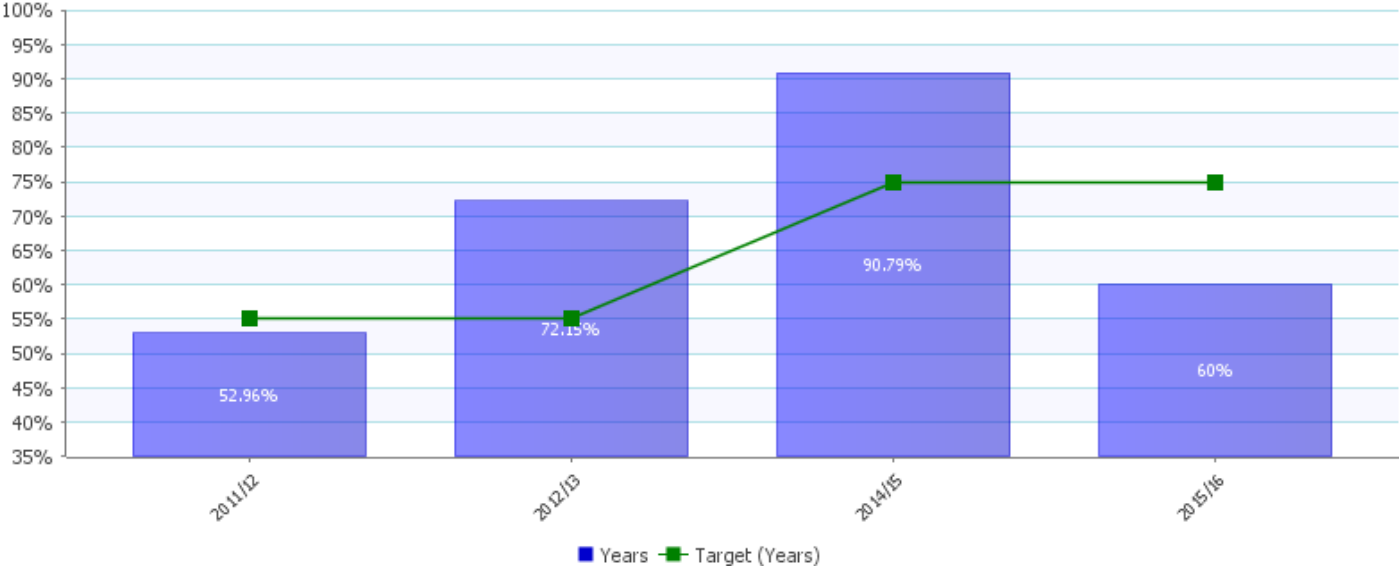


The performance of this indicator is reviewed regularly to determine enquiry trends and repeat areas for concern in collaboration with the Customer Service Centre. The service actively seeks methods of public interaction and communication that will reduce the number of enquiries received as well as service delivery improvements as part of the service's management plan activities.

PI Code & Short Name	WM018_9b.2 Number of bins missed during collection per 100,000 collections (not including contamination etc).	PI Owner	zWM_PIAAdmin; David Goodenough																
Description	This Performance Indicator measures number of bins which have been presented on the correct day and missed during collection (per 100,000 collections). The figure does not include bins which have not been presented, were not lifted due to contamination or their lids not being closed	Data Collection Officer	Karen King																
Linked PIs		Gauge Format Type	Aim to Minimise																
 <table><caption>Bin Missed Data (per 100,000 collections)</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2014/15</td><td>96.7</td></tr><tr><td>Q2 2014/15</td><td>91.4</td></tr><tr><td>Q3 2014/15</td><td>85.8</td></tr><tr><td>Q4 2014/15</td><td>69.7</td></tr><tr><td>Q1 2015/16</td><td>70</td></tr><tr><td>Q2 2015/16</td><td>76.5</td></tr><tr><td>Q3 2015/16</td><td>76.4</td></tr></tbody></table>		Quarter	Value	Q1 2014/15	96.7	Q2 2014/15	91.4	Q3 2014/15	85.8	Q4 2014/15	69.7	Q1 2015/16	70	Q2 2015/16	76.5	Q3 2015/16	76.4	Last Update	Q3 2015/16
		Quarter	Value																
		Q1 2014/15	96.7																
		Q2 2014/15	91.4																
		Q3 2014/15	85.8																
		Q4 2014/15	69.7																
		Q1 2015/16	70																
Q2 2015/16	76.5																		
Q3 2015/16	76.4																		
Traffic Light Icon																			
Current Value	76.4																		
Current Target	100																		
Red Threshold	100																		
Amber Threshold	75																		
																			
<p>Trend Chart Commentary:</p> <p>Number of bins missed per 100,000 collections has been decreasing over the last year. The food waste collection service was introduced to a further 52000 households during October 14 which has resulted in exceptionally low numbers of missed collections. There was decrease in the number of missed bins in Quarter 3 15 16</p> <p>Following the increase in Quarter 3 13/14 we introduced a revised commercial waste collection service. In addition to more flexible residual waste collections, we now offer collections of dry mixed recyclates, glass and food waste recycling to commercial customers. There has been another increase in the number of collections for this service as we roll out in house recycling.</p> <p>Waste services now have approximately 2 million scheduled bin collections per quarter across all its customers</p>		Notes on Latest Data Entry	<p>29-Feb-2016 Number of bins missed per 100,000 collections has been decreasing over the last year. The food waste collection service was introduced to a further 52000 households during October 14 which has resulted in exceptionally low numbers of missed collections. There was decrease in the number of missed bins in Quarter 3 15 16</p> <p>Following the increase in Quarter 3 13/14 we introduced a revised</p>																

commercial waste collection service. In addition to more flexible residual waste collections, we now offer collections of dry mixed recyclates, glass and food waste recycling to commercial customers. There has been another increase in the number of collections for this service as we roll out in house recycling.

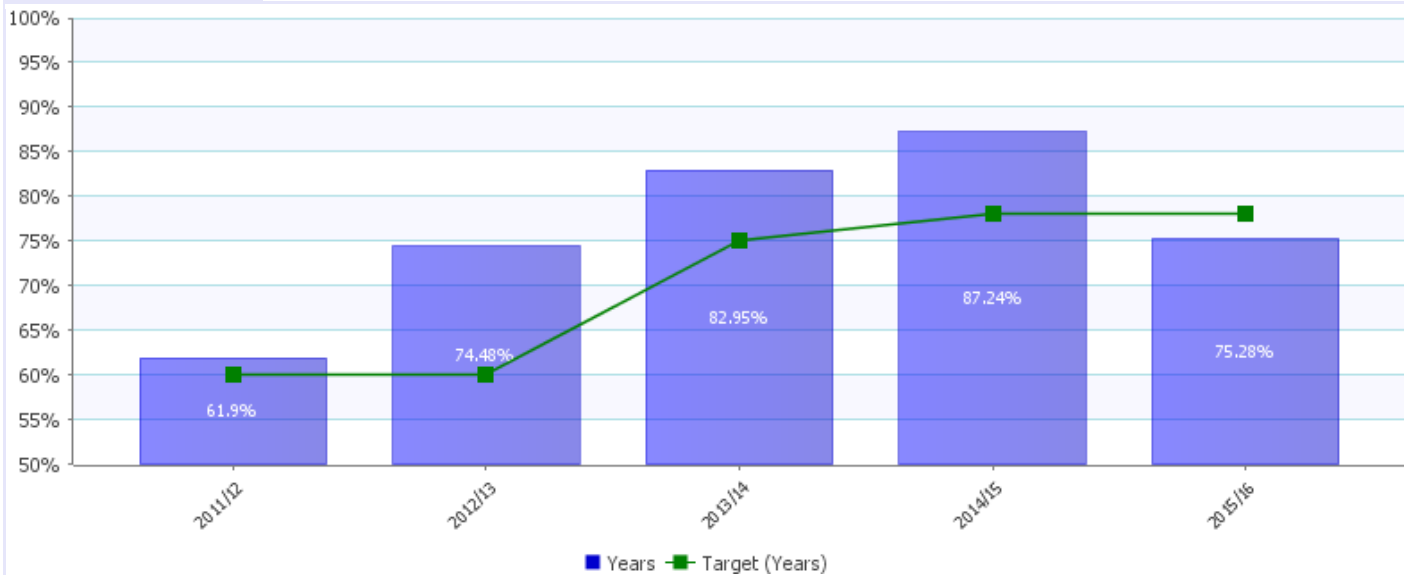


Waste services now have approximately 2 million scheduled bin collections per quarter across all its customers

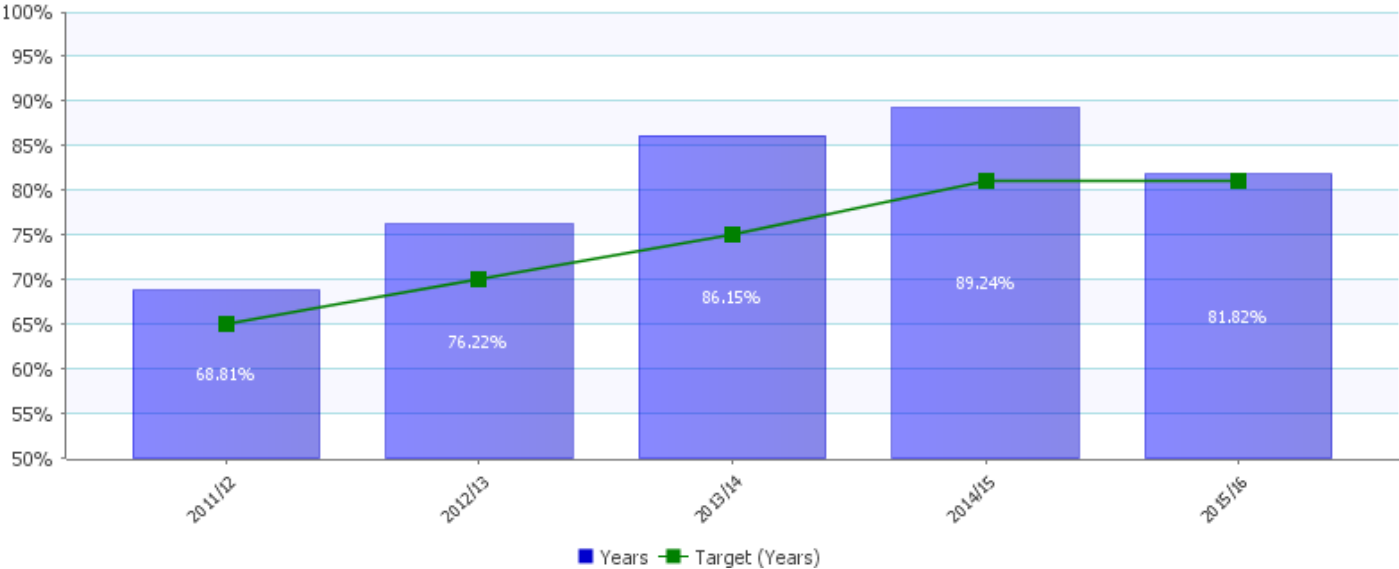


PI Code & Short Name	WM019_6a.7 Percentage of customers who rated the Service at the Community Recycling Centres as good or excellent.	PI Owner	zWM_PIAAdmin; David Goodenough												
Description	<p>This performance indicator measures the customer satisfaction with the service provided by Waste Services at the Community Recycling Centres. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Figure based on respondents who rated the service as good or excellent.</p>	Data Collection Officer	zWM_PIAAdmin												
Linked PIs		Gauge Format Type	Aim to Maximise												
 <table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>88.12%</td></tr><tr><td>2012/13</td><td>91.25%</td></tr><tr><td>2013/14</td><td>92.1%</td></tr><tr><td>2014/15</td><td>90.93%</td></tr><tr><td>2015/16</td><td>89.13%</td></tr></tbody></table>		Year	Percentage	2011/12	88.12%	2012/13	91.25%	2013/14	92.1%	2014/15	90.93%	2015/16	89.13%	Last Update	2015/16
		Year	Percentage												
		2011/12	88.12%												
		2012/13	91.25%												
		2013/14	92.1%												
2014/15	90.93%														
2015/16	89.13%														
Traffic Light Icon															
Current Value	89.13%														
Current Target	92%														
Red Threshold	82.8%														
Amber Threshold	87.4%														
															
<p>Trend Chart Commentary:</p> <p>The percentage of customers rating the service provided by the Community Recycling Centres as good or excellent dropped slightly in 2014/15 and 2015/16 to 89.1%. We are keen to maintain our customer satisfaction levels at a high level and feedback from our customers is used to try and improve our services as much as possible and we will continue to work hard to provide a good service to the Households of West Lothian.</p> <p>The 2015/16 Survey was distributed to 1830 members of the West Lothian Citizens Panel in February 2016 with 383 responses being received.</p> <p>The next survey will be issued to the new Citizens Panel in January 2017</p>		Notes on Latest Data Entry	21-Apr-2016 The figure for 2015/16 is based on 383 responses received from the citizens panel. The survey was carried out in February 2016 and the figure only included those responses who rated the service as being excellent or good.												

PI Code & Short Name	WM021_6a.9 Percentage of customers who rated the Waste Services Complaints Process as good or excellent.	PI Owner	zWM_PIAAdmin; David Goodenough										
Description	<p>This performance indicator measures the customer satisfaction with the Waste Services complaints process and how the service deals with complaints. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Figure based on respondents who rated the service as good or excellent.</p>	Data Collection Officer	zWM_PIAAdmin										
Linked PIs		Gauge Format Type	Aim to Maximise										
 <table><caption>Percentage of customers who rated the Waste Services Complaints Process as good or excellent</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>52.96%</td></tr><tr><td>2012/13</td><td>72.15%</td></tr><tr><td>2014/15</td><td>90.79%</td></tr><tr><td>2015/16</td><td>60%</td></tr></tbody></table>		Year	Percentage	2011/12	52.96%	2012/13	72.15%	2014/15	90.79%	2015/16	60%	Last Update	2015/16
		Year	Percentage										
		2011/12	52.96%										
		2012/13	72.15%										
		2014/15	90.79%										
		2015/16	60%										
		Traffic Light Icon											
Current Value	60%												
Current Target	75%												
Red Threshold	67.5%												
Amber Threshold	71.25%												
													
<p>Trend Chart Commentary:</p> <p>Customer satisfaction with the complaints process within Waste Services decreased in 2015/2016 to 60%. This change would appear to mirror the same period as the reduction in performance of the bin delivery service and the adoption of a more consistent approach to the retuning for missed bins.</p> <p>We aim to deal with and resolve all complaints as quickly as possible and to the satisfaction of the customer. We will continue to review our customer service to ensure it meets the high standards expected by our customers and where required ensure that the expectations of our customers are managed appropriately.</p> <p>The 2015/16 Survey was distributed to 1830 members of the West Lothian Citizens Panel in February 2015 with 383 responses being received.</p>		Notes on Latest Data Entry	21-Apr-2016 The figure for 2015/16 is based on 383 responses received from the citizens panel. The survey was carried out in February 2016 and the figure only included those responses who rated the service as being excellent or good (Q34)										

The next survey will be issued to the new Citizens Panel in February 2017

PI Code & Short Name	WM022_6a.7 Percentage of customers who rated the quality of Waste Services Customer Service as good or excellent.	PI Owner	zWM_PIAAdmin; David Goodenough												
Description	<p>This performance indicator measures the customer satisfaction with the customer service provided by Waste Services. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Figure based on respondents who rated the service as good or excellent.</p>	Data Collection Officer	zWM_PIAAdmin												
Linked PIs		Gauge Format Type	Aim to Maximise												
 <table><caption>Customer Satisfaction Data (2011/12 to 2015/16)</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>65.66%</td></tr><tr><td>2012/13</td><td>77.14%</td></tr><tr><td>2013/14</td><td>82.71%</td></tr><tr><td>2014/15</td><td>88.05%</td></tr><tr><td>2015/16</td><td>79.42%</td></tr></tbody></table>		Year	Percentage	2011/12	65.66%	2012/13	77.14%	2013/14	82.71%	2014/15	88.05%	2015/16	79.42%	Last Update	2015/16
		Year	Percentage												
		2011/12	65.66%												
		2012/13	77.14%												
		2013/14	82.71%												
2014/15	88.05%														
2015/16	79.42%														
Traffic Light Icon															
Current Value	79.42%														
Current Target	80%														
Red Threshold	72%														
Amber Threshold	76%														
															
<p>Trend Chart Commentary:</p> <p>The number of customers rating the customer service they receive from Waste Services as good of excellent responses increased this year from 77.14% in 2012/13 to 82.71%.We are keen to maintain our customer satisfaction levels at a high level and feedback from our customers is used to try and improve our services as much as possible and we will continue to work hard to provide a good service to the Households of West Lothian.</p> <p>The 2015/16 Survey was distributed to 1830 members of the West Lothian Citizens Panel in February 2016 with 383 responses being received.</p> <p>The next survey will be issued to the new Citizens Panel in February 2017</p>		Notes on Latest Data Entry	21-Apr-2016 The figure for 2015/16 is based on 383 responses received from the citizens panel. The survey was carried out in February 2016 and the figure only included those responses who rated the service as being excellent or good.												

PI Code & Short Name	WM024_6a.1 Percentage of customers who rated Waste Services timeliness of response as good or excellent.	PI Owner	zWM_PIAAdmin; David Goodenough																		
Description	<p>This performance indicator measures the customer satisfaction with Waste Services' timeliness of response to customers. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Figure based on respondents who rated the service as good or excellent.</p>	Data Collection Officer	zWM_PIAAdmin																		
Linked PIs		Gauge Format Type	Aim to Maximise																		
 <table><caption>Waste Services Timeliness Data (2011/12 to 2015/16)</caption><thead><tr><th>Year</th><th>Current Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2011/12</td><td>61.9%</td><td>60.0%</td></tr><tr><td>2012/13</td><td>74.48%</td><td>60.0%</td></tr><tr><td>2013/14</td><td>82.95%</td><td>75.0%</td></tr><tr><td>2014/15</td><td>87.24%</td><td>78.0%</td></tr><tr><td>2015/16</td><td>75.28%</td><td>78.0%</td></tr></tbody></table>		Year	Current Value (%)	Target (%)	2011/12	61.9%	60.0%	2012/13	74.48%	60.0%	2013/14	82.95%	75.0%	2014/15	87.24%	78.0%	2015/16	75.28%	78.0%	Last Update	2015/16
		Year	Current Value (%)	Target (%)																	
		2011/12	61.9%	60.0%																	
		2012/13	74.48%	60.0%																	
		2013/14	82.95%	75.0%																	
2014/15	87.24%	78.0%																			
2015/16	75.28%	78.0%																			
Traffic Light Icon																					
Current Value	75.28%																				
Current Target	78%																				
Red Threshold	70.2%																				
Amber Threshold	74.1%																				
																					
<p>Trend Chart Commentary:</p> <p>The number of customers rating the timeliness and speed with which they receive a response from from Waste Services as good of excellent responses increased this year from 74.48% in 2012/13 to 82.95% in 2013/14. We are keen to maintain our customer satisfaction levels at a high level and feedback from our customers is used to try and improve our services as much as possible and we will continue to work hard to provide a good service to the Households of West Lothian.</p> <p>The 2015/16 Survey was distributed to 1600 members of the West Lothian Citizens Panel in February 2016 with 383 responses being received.</p> <p>The next survey will be issued to the new Citizens Panel in February 2017</p>		Notes on Latest Data Entry	21-Apr-2016 The figure for 2015/16 is based on 383 responses received from the citizens panel. The survey was carried out in February 2016 and the figure only included those responses who rated the service as being excellent or good Q33.6																		

PI Code & Short Name	WM026_6a.3 Percentage of customers who rated Waste Services performance in keeping them informed as good or excellent.	PI Owner	zWM_PIAAdmin; David Goodenough												
Description	<p>This performance indicator measures the customer satisfaction with how Waste Services' keep customers informed about the service and their enquires etc. The figure is taken from the Annual Customer Survey carried out by Waste Services to the West Lothian Citizens Panel. The Citizens Panel is made up of residents of West Lothian who will have varying involvement and experience of the service.</p> <p>Figure based on respondents who rated the service as good or excellent.</p>	Data Collection Officer	zWM_PIAAdmin; Karen King												
Linked PIs		Gauge Format Type	Aim to Maximise												
 <table><caption>Percentage of customers rating Waste Services performance as good or excellent</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2011/12</td><td>68.81%</td></tr><tr><td>2012/13</td><td>76.22%</td></tr><tr><td>2013/14</td><td>86.15%</td></tr><tr><td>2014/15</td><td>89.24%</td></tr><tr><td>2015/16</td><td>81.82%</td></tr></tbody></table>		Year	Percentage	2011/12	68.81%	2012/13	76.22%	2013/14	86.15%	2014/15	89.24%	2015/16	81.82%	Last Update	2015/16
		Year	Percentage												
		2011/12	68.81%												
		2012/13	76.22%												
		2013/14	86.15%												
2014/15	89.24%														
2015/16	81.82%														
Traffic Light Icon															
Current Value	81.82%														
Current Target	81%														
Red Threshold	72.9%														
Amber Threshold	76.95%														
															
<p>Trend Chart Commentary:</p> <p>The number of customers rating how well Waste Services keep them informed as good of excellent responses decreased this year from 89.24% in 2014/15 to 81.82% in 2015/16. We are keen to maintain our customer satisfaction levels at a high level and feedback from our customers is used to try and improve our services as much as possible and we will continue to work hard to provide a good service to the Households of West Lothian.</p> <p>The 2015/16 Survey was distributed to 1600 members of the West Lothian Citizens Panel in February 2016 with 383 responses being received.</p> <p>The next survey will be issued to the new Citizens Panel in February 2017</p>		Notes on Latest Data Entry	21-Apr-2016 The figure for 2015/16 is based on 383 responses received from the citizens panel. The survey was carried out in February 2016 and the figure only included those responses who rated the service as being excellent or good (Q33.5)												

PI Code & Short Name	WM033_6b.3 Number of Waste Services Complaints (Stage 1) received		PI Owner	zWM_PIAAdmin; David Goodenough																																							
Description	This performance indicator measures the total number of complaints (stage 1) which are received by the service regarding the provision of service on a monthly basis		Data Collection Officer	Daniel Matonti																																							
Linked PIs			Gauge Format Type	Aim to Minimise																																							
<table><thead><tr><th>Month</th><th>Months</th><th>Target (Months)</th></tr></thead><tbody><tr><td>April 2015</td><td>28</td><td>28</td></tr><tr><td>May 2015</td><td>17</td><td>28</td></tr><tr><td>June 2015</td><td>31</td><td>28</td></tr><tr><td>July 2015</td><td>27</td><td>28</td></tr><tr><td>August 2015</td><td>30</td><td>28</td></tr><tr><td>September 2015</td><td>37</td><td>28</td></tr><tr><td>October 2015</td><td>27</td><td>28</td></tr><tr><td>November 2015</td><td>27</td><td>28</td></tr><tr><td>December 2015</td><td>42</td><td>28</td></tr><tr><td>January 2016</td><td>117</td><td>28</td></tr><tr><td>February 2016</td><td>66</td><td>28</td></tr><tr><td>March 2016</td><td>34</td><td>28</td></tr></tbody></table>			Month	Months	Target (Months)	April 2015	28	28	May 2015	17	28	June 2015	31	28	July 2015	27	28	August 2015	30	28	September 2015	37	28	October 2015	27	28	November 2015	27	28	December 2015	42	28	January 2016	117	28	February 2016	66	28	March 2016	34	28	Last Update	Q4 2015/16
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February 2016	66	28																																									
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			Traffic Light Icon																																								
			Current Value	215																																							
			Current Target	70																																							
			Red Threshold	84																																							
			Amber Threshold	77																																							
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<p>As the total number of complaints (stage 1) received by the service was consistently higher than the target, the target was reviewed in March 2015 to be more in keeping with the type of service delivered. We aim to deal with all Stage 1 complaints within 5 working days. Where we miss this target this is down to the nature and complexity of the complaint meaning that it requires a significant amount of investigation to ensure that the customer is given the fairest possible outcome. The number of complaints which are actually upheld following investigation is low.</p> <p>The significant increase in number during Q4 of 2015/2016 is as a result of collections being delayed over the Easter period and the precursor literature and calendars being issued for the implementation of a new collection model which resulted in a change of day for the majority of residents. The actual change occurred on the 11th April 2016.</p> <p>We aim to provide the best service possible and where this falls below customers expectations we have a corporate policy for dealing with any complaints in as efficient and effective manner as possible.</p>			Notes on Latest Data Entry	14-Apr-2016 In Quarter 4 2015/16 we received 215 complaints of which 175 were resolved within 5 working days.																																							



PERFORMANCE COMMITTEE

COMPLAINT PERFORMANCE REPORT QUARTER 3 2015/16

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

To report to the Performance Committee the quarterly analysis of closed complaints in Quarter 3: 2015/16.

B. RECOMMENDATIONS

It is recommended that the Performance Committee:

1. Note the corporate and service complaint performance against the standards outlined in the council's complaint handling procedure.
2. Continue to monitor complaint performance and request additional information from services as required.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	<ul style="list-style-type: none">• Focusing on customers' needs• Being honest, open and accountable
II.	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The Public Services Reform (Scotland) Act 2010
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	Will provide a robust approach to monitoring complaints performance information covering all council services
V.	Relevance to Single Outcome Agreement	Indicators support various outcomes in the SOA
VI.	Resources (Financial, Staffing and Property)	From existing resources
VII.	Consideration at PDSP	None
VIII.	Other consultations	None

D. TERMS OF REPORT

D.1 Background

The Scottish Public Services Ombudsman (SPSO) developed and published a model Complaint Handling Procedure (CHP) in 28 March 2012. The model CHP was to ensure a standardised approach in dealing with customer complaints across the local authority sector.

All local authorities were required to adopt the model CHP by 31 March 2013. The SPSO expect that local authorities will make the best use of complaint information to inform service improvement activity.

The SPSO outlined four elements of the model CHP that that should not be amended to ensure a standardised approach across all local authorities. These are:

- The definition of a complaint
- The number of stages
- Timescales at each stage
- The requirement to record, report and publicise complaints information

D.2 Corporate Complaint Performance

Table 1 breaks down Quarter 1- Quarter 3 complaints by complaint category over a 5 year period.

Table 1: Quarter 1- Quarter 3 complaint category covering period 2011/12 – 2015/16					
Complaint Category	Q1-Q3 11/12	Q1-Q3 12/13	Q1-Q3 13/14	Q1- Q3 14/15	Q1-Q3 15/16
Standard of Service	1024	739	774	719	660
Policy Related	139	205	169	304	276
Employee Attitude	206	247	205	209	229
Poor Communication	181	208	171	179	208
Waiting Time	174	140	100	101	138
Missed Appointments	12	22	9	8	11
Not Categorised	0	0	9	0	0
Total Complaints	1,736	1,561	1,437	1,520	1,522

The current service level complaint performance varies across the council and is linked to the complexity and quantity of complaints received. Housing, Construction and Building Services (HCBS) and Operational Services are the main complaint generators by service, accounting for 65% (996) of all recorded complaints (1,522) across Quarters 1- 3: 15/16.

The main contributors in Standard of Service complaints are HCBS (213) and Operational Services (203) which account for 63% (416) of all recorded complaints in the category. The equivalent quarters in 2014/15, HCBS (203) and Operational Services (294) had a combined total of 497 complaints categorised as Standard of Service.

The reduction in Policy complaints is attributable to a fall in Education Services Policy complaints from the equivalent quarters in 2014/15. Education Services received 42

Policy related complaints in Q1-Q3 2015/16 against a total of 95 Policy complaints in Q1-Q3 2014/15. The main contributors to Policy complaints were HCBS (79) and Operational Services (119) accounting for 72% of all recorded complaints in this category.

The increase in Employee Attitude complaints have been driven by Operational Services (101) and HCBS (58) which account for 69.4% (159) of all recorded complaints in this category. The equivalent quarters in 2014/15, Operational Services (95) and HCBS (39) had a combined total of 134 complaints categorised as Employee Attitude.

72.5% (151) of all Poor Communication complaints are generated by HCBS (88), Operational Services (38) and PED (25).

Appendix 1 to the report provides the council wide performance against the SPSO defined measures covering the period Quarter 3: 2015/16 (October 2015 to December 2015).

D.3 Summary of Service Complaint Performance

The Corporate Complaint Steering Board identified 4 high level indicators that provided a summary of complaint handling performance.

The 4 indicators are:

1. Total complaints received
2. Complaints closed within 5 working days
3. Complaints closed within 20 working days
4. Complaints part upheld/upheld

Table 2 provides a summary of service performance against these 4 key indicators.

Table 2: Service Performance Summary for Quarter 3 in 2014/15 and 2015/16								
Service	Total Complaints		Complaints Closed Within 5 Working Days		Complaints Closed Within 20 Working Days		Complaints Part Upheld/Upheld	
	Q3 2014/15	Q3 2015/16	Q3 2014/15	Q3 2015/16	Q3 2014/15	Q3 2015/16	Q3 2014/15	Q3 2015/16
Area Services	45	48	85.4%	88.6%	100%	100%	54.3%	75%
Corporate Services	1	1	100%	100%	-	-	100%	0%
Education Service	81	82	81.8%	88.7%	89.2%	86.2%	27.2%	46.4%
Executive Office	21	12	-	-	95.2%	91.7%	33.3%	16.7%
Finance and Estates	21	23	71.4%	85.7%	-	100%	33.3%	30.4%
HCBS	123	163	68.2%	94.8%	87.7%	93.8%	42.8%	50.9%
Operational Services	190	150	88.3%	87.2%	68.4%	75.0%	62.6%	70.6%
PED	27	17	92.3%	86.7%	-	100%	18.5%	17.6%
Social Policy	1	0	100%	-	-	-	0%	-
Total	510	496	83.0%	89.5%	86.3%	90.8%	46.7%	55.4%

A target of 80% has been set for the percentage of complaints which must be dealt with within timescale. Across the council, 55.4% of all complaints received in Q3: 2015/16 have been upheld/ part upheld.

Appendix 1 contains the complaints analysis covering Q3: 2015/16 by Service.

Table 3 provides indicative ratios for the number of complaints against the specific customer groups for Area Services, Education Services, Housing, Construction and Building Services and Operation Services.

Table 3: Ratio of Complaints to Customer Group (for main generators of complaints)			
Service	Base Unit (Q3 2015/16)	Q3 Complaint Volume	Complaint Ratio
Area Services	74,141 customer contacts	48	1 complaint every 1,545 transactions
Education Services	30,000 pupils	82	1 complaint for every 366 pupils
HCBS	13,169 council houses	163	1 complaint for every 81 council houses
Operational Services	76,659 households	150	1 complaint for every 511 households

E. CONCLUSION

The level of complaints received in Q3 2015/16 has shown a marginal increase when compared with Q3 2014/15. Services will continue to monitor complaints on a regular basis and use this information to develop and improve service delivery.

F. BACKGROUND REFERENCES

1. [WLC Complaints Handling Procedure](#)

Appendices/Attachments: 1

Appendix 1 Corporate Complaint Performance Q3 2015-16

Contact Person: Joe Murray

E mail: joe.murray@westlothian.gov.uk Phone 01506 281893

Graeme Struthers
Depute Chief Executive
30 May 2016



PERFORMANCE COMMITTEE

COMPLAINT PERFORMANCE REPORT QUARTER 3 2015/16

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It is recommended that the Performance Committee:

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